JANUARY, 1958 2s. 3d.

Personnel Management & Methods

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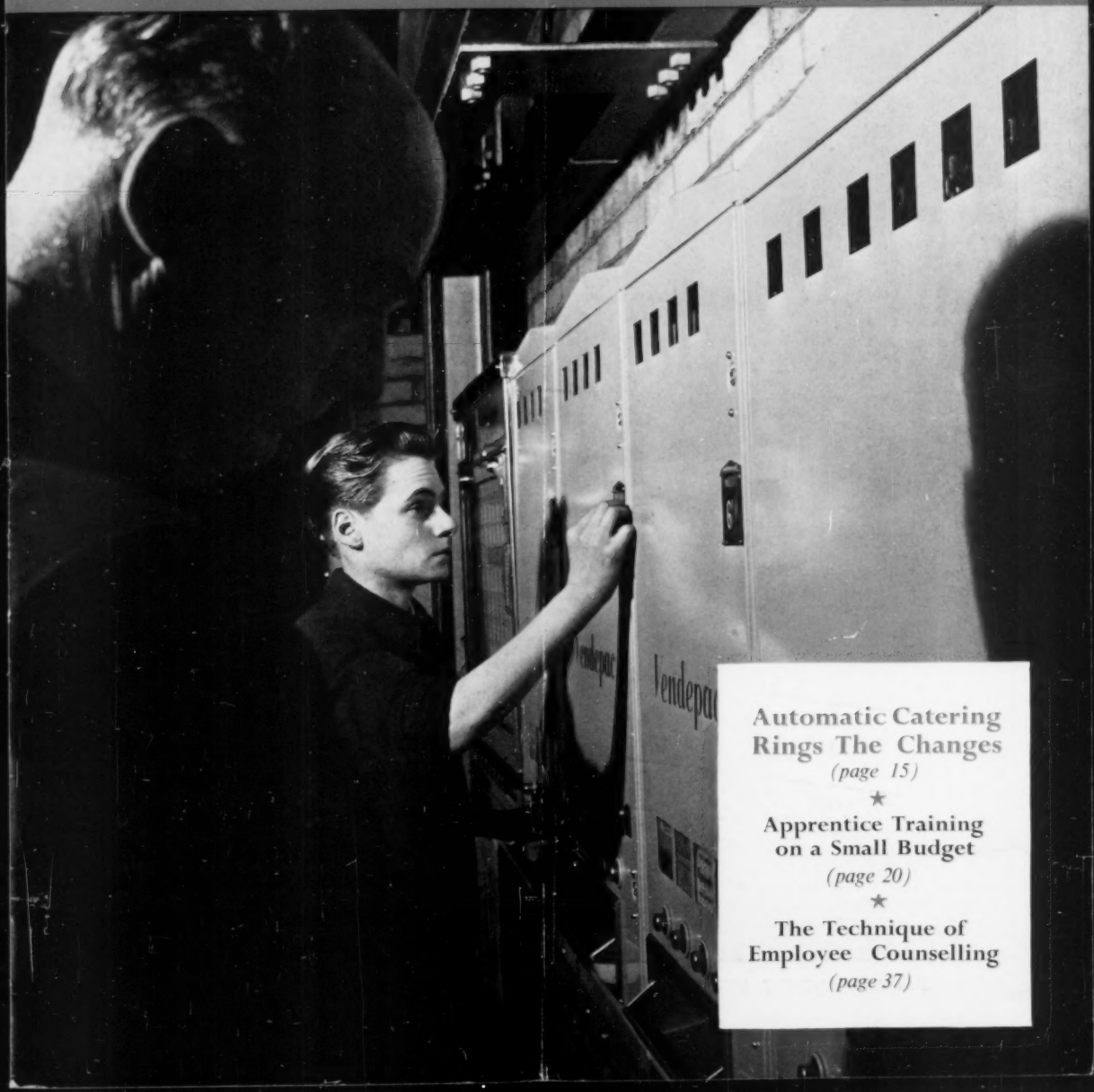


Automatic Catering Rings The Changes
(page 15)

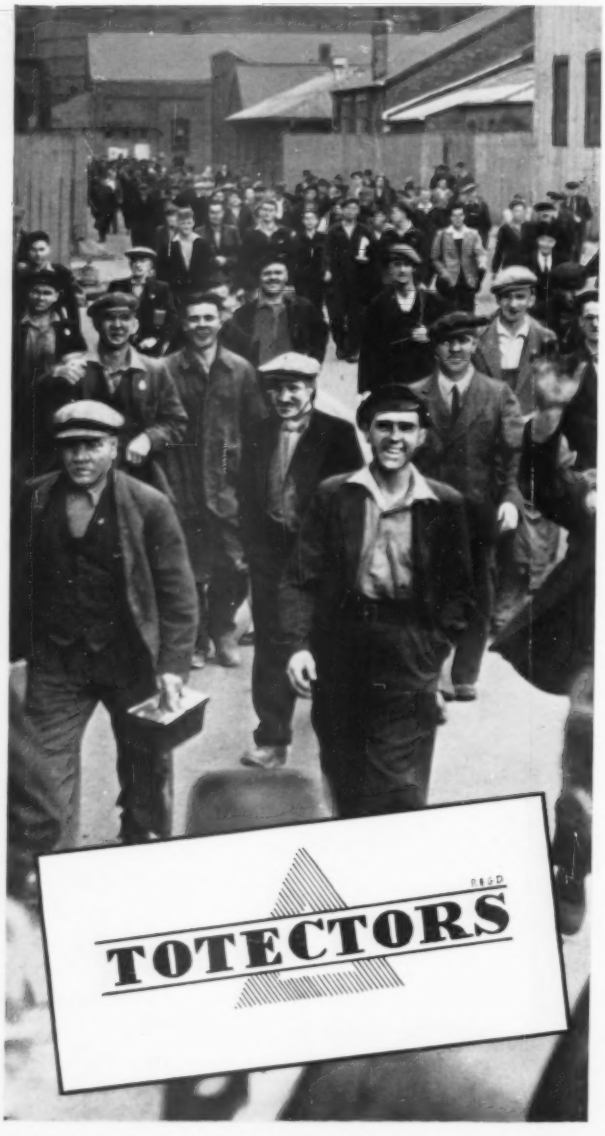
★

Apprentice Training on a Small Budget
(page 20)

★

The Technique of Employee Counselling
(page 37)

Who foots the bill for foot injuries in the factory?



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JANUARY 1958

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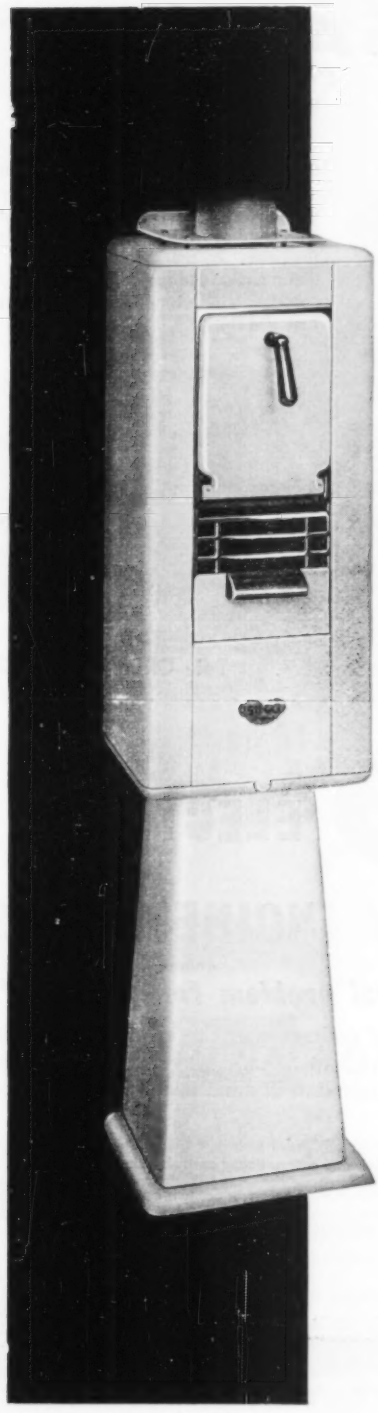

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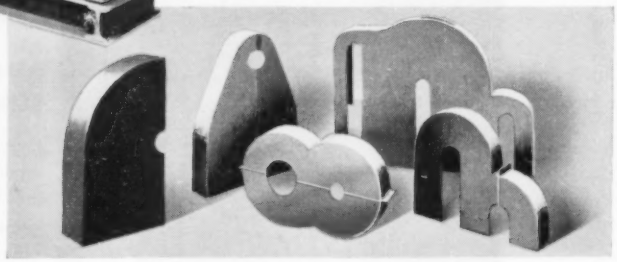

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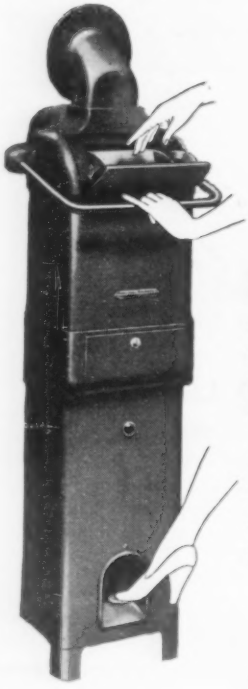

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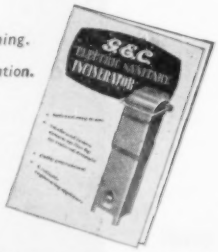

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"we're right on top of our job . . ."

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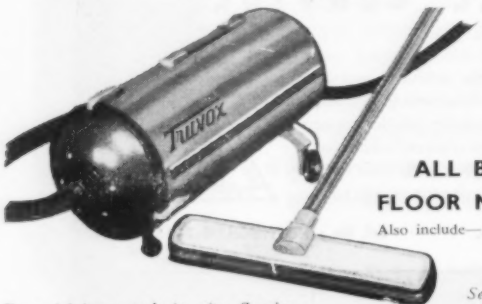

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IBEX Anti-Dermatitis Hand Cleanser Equipment on Free Loan for Month's Trial

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"Output versus input"...

... that's the way a production manager looks at life. Most of the items which constitute "input"—raw materials, wages, overheads, are constant factors which cannot be reduced but things like absenteeism and discontent among operatives can and *must* be avoided for truly economic production.

We use large quantities of lead here and absenteeism from skin ailments was always a great problem. It would be foolish to say that we stopped this completely when we installed the Harcraft paper towel system—but there has been a marked decline in 'time lost' since then.

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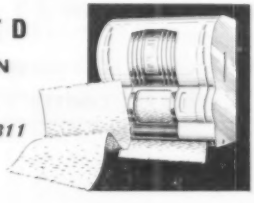

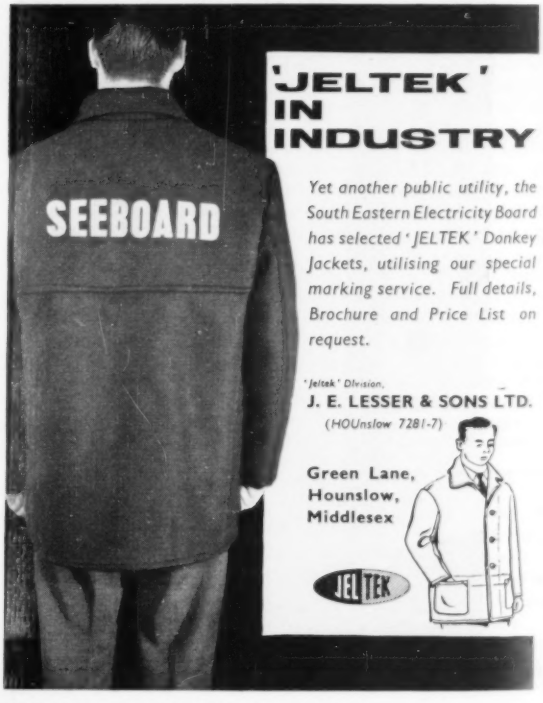

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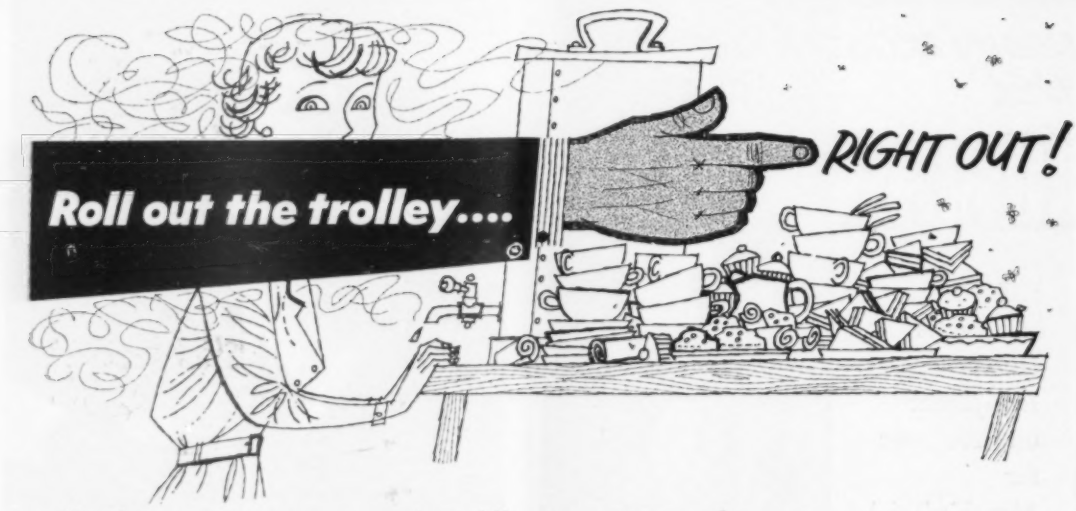

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More and more factories and offices are installing Vendepac automatic vending machines to give a night and day, seven-days-a-week service for Biscuits, Sandwiches, Snacks, Confectionery, Cigarettes—and a variety of hot and cold drinks served in hygienic disposable cups.

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VENDEPAC steps up production, saves time and labour, keeps workers alert and contented—at no cost to you! There is

NO INVESTMENT COST ... Vendepac Ltd. provide the machines

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Point Counter Point

Our "Smug" Personnel Corps

BRITISH personnel managers "mostly appear smug and complacent. They don't see the challenge before them and don't experience the thrill and adventure that go with a personnel man's job when he is all the time trying out something new or doing something in a better way."

The man who delivered himself of this broadside (in the latest issue of *Industrial Welfare*) is Mr. Sail B. Mehta, senior personnel officer with Tata Chemicals Ltd., India, and he reached these conclusions after visiting firms over here.

Other attacks made by Mr. Mehta on the British personnel officer were that "he seems to attach too much importance to himself," and that "many of the personnel officers here seem to see themselves as management salesmen."

Mr. Mehta also drew the important distinction between British and Indian practice that in India the personnel officer is protected by law, in the sense that he cannot be discharged without government permission. He was not, of course, implying that personnel officers over here were as he saw them because they were afraid of being sacked.

One major comment is provoked by Mr. Mehta's remarks besides the obvious one that, characteristically, we are the first to admit our own imperfections. It is that in a relatively advanced country like Britain, a decision to do something in the personnel field does not *necessarily* add up to real progress. In India even today—and I do not intend to sneer at a less advanced nation—it is difficult to imagine how any reasonable action would not automatically be a step forward.

An Unfortunate Word

THE Apparatus of Welfare is the general title of a series of articles we begin this month. In choosing it, we were well aware that the word "welfare" now has an unfavourable connotation for some people. There are still employers who associate it with molly-coddling just as there are workpeople who think that it smacks of charity. However, we were looking for a phrase that was both terse and somewhat unusual and which signified "the instruments and materials which are the outward and visible signs of an employer's desire to protect and maintain the well-being of his employees".

Why "welfare" should have this pejorative meaning these days is no doubt tied up with all the criticisms about the Welfare State. It is probably an unfortunate term, but it is difficult to believe it is the root cause of all these stories of laziness and inefficiency we are currently telling against ourselves. There are European countries—notably Sweden and Germany—whose social security measures are the equal or better than our own who seem to be working as hard as ever.

Apart from a worker's rights at common law, British employers are bound by a host of statutory regulations to provide fit conditions of work, but a firm which does no more than this is today quite out of date. And lest it be thought there are no longer any firms living in the past, as regards their personnel policies anyway, I quote from a letter I received the week before last from the managing director of a building firm:

". . . Mind you in the case of some of the larger industrialists, labour relations are just plain hard. I

The Editor, the Advertisement Manager and the staff of PERSONNEL MANAGEMENT & METHODS cordially wish all their readers and advertisers happiness and prosperity in the New Year.

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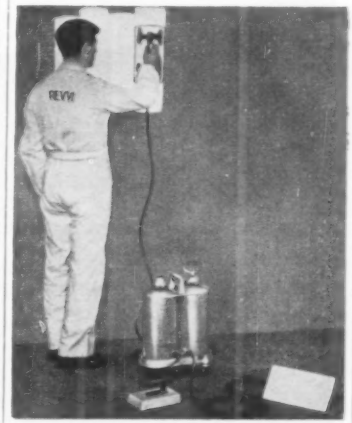
WITH THE

"REVVI"

Wall Washing Machine

Improves Working Conditions
Stimulates Hygiene



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A saving of at least one half of the normal labour costs is effected.

Being silent in operation and not requiring very much floor space, the REVVI machine does not distract the attention of persons working near it. For ease of movement, it is fitted with rubber-tyred castors. The water and cleaning solutions do not drip on to floors, machines or desks, so dust sheets are not needed.

The cylinders of the REVVI machine are filled with clear water and REVVI detergent solution respectively, and both water and solution are kept under pressure by a few strokes of a manually-operated air pump. A few minutes' pumping is sufficient to last the day's operations.

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Large capacity — low overheads. Vendo machines hold 210 half-pint cartons which can be divided into three selections. They are automatic, refrigerated, coin operated, easy to maintain and well made. In addition they operate 24 hours a day, 7 days a week !

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Wellington, Shropshire. 'Phone : 4321 Wellington.
'Grams : Sankey, Wellington, Shropshire.

Point Counter Point

remember carrying out one development in the Midlands, and top management were completely horrified at my suggestion that the cloakroom should have a hot water pipe running underneath the clothes racks so that the workers could at least go home dry in wet weather. I remember so well the shocked reply that I got from a man in charge of a unit employing thousands upon thousands of people—"What! Give the b—— a hot water rail! They'll think we're going soft".

Anyhow, our current series of articles is about hot water rails, and the thousand and one other appliances that make for better working *and living* in the factory of today. If this is "welfare" then the more we have of it, the better. We are no longer living in the days when proposed legisation to forbid the employment down mines of children under 10 was called "a direct infringement of the rights of Englishmen".

Old-Fashioned Formula

Opportunity for a hard-working young man ready to start at the bottom and, by initiative and self-reliance, work his way up as far as his ability and determination will permit.

WHILE most readers [of the article] merely smiled at this quaint echo of a bygone age, to Mr. Milton A. Ausman, Assistant Personnel Director of the Leece-Neville Company of Cleveland, there occurred the freakish thought that an advertisement offering nothing but the challenge of some plain, old-fashioned hard work might attract exactly the kind of employee he was looking for. He requested and obtained permission from AMA to run the ad just the way it was.

"I placed the ad for an accounting clerk and it ran on Sunday," he tersely reports. "We got our man on Monday morning and a couple of other inquiries as well. I have every intention of running this ad again".

Now according to all the youth surveys, young men willing to start at the bottom and forge ahead as far as they can go are about as rare as the whooping crane. Nevertheless, the Leece-Neville Company found one within 24 hours. This might have been the sheerest coincidence. On the other hand, it might also be an indication that a lot of prevailing notions about what employees want or don't want, or will do or won't do, are simply notions that nobody has ever bothered to put to the test.

Personnel Journal—
American Management Association.

Workers Invest!

AT last year's Conference of United Steel Companies Works' Councils the question of employee shareholding was discussed. Though the company decided not to issue such shares at present, they emphasised their awareness of the important part workers' savings could play in industrial investment. And to help workers understand the how, why and what of becoming a stockholder they drew up a booklet called *Savings and Investment* which they have issued to their workpeople.

This publication, which the company regards as primarily educational, explains in simple language how to buy shares, what type of shares to buy, how to spread risks, the functions of investment trusts and unit trusts, how dividends are calculated and distributed, and so forth. Most important is that workers are told that it is best to invest money in something which keeps pace with inflation.

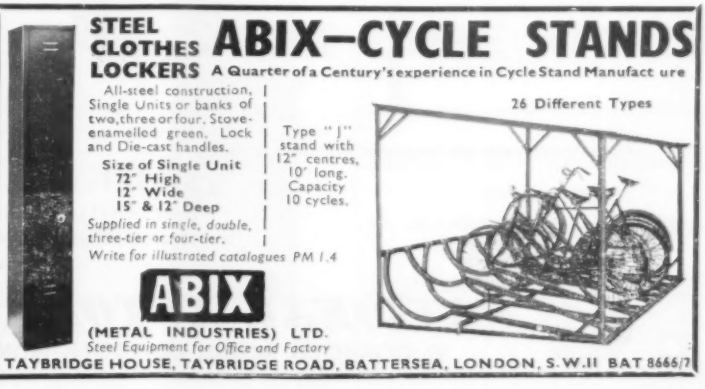
British industry as a whole has shown great interest in the United Steel booklet and if any readers want a copy they should get in touch with the Press Officer of the company at 17, Westbourne Road, Sheffield 10. Response among the workpeople themselves, however, has been slow though this is not surprising for, before our industry is likely to benefit appreciably from workers' savings, the spending habits of generations will have to be uprooted.

"I see Jones got one this morning."
(courtesy "Rolls-Royce News").

Jobs for the Ageing

PATIENTLY, unobtrusively, over the last few years, financed by the Nuffield Foundation, Mr. F. Le Gros Clark has been making a series of studies on the employment problems of ageing workers. The latest one, *Ageing on the Factory Floor*, is an inquiry into the prospects of ageing men within a mechanised industry, namely—the production of domestic furniture.

In this report Mr. Le Gros Clark shows that older men who have still some reserve of skill with hand tools can be employed in the repair shops of a large factory, and in fact a few of them often are. He estimates, however, that the figure would be not more than 1 per cent, and regrets that few men today seem to move with age to the repair sides of such industries as footwear, clocks and furniture. It appears to have been a common habit in former times but nowadays the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ABIX—CYCLE STANDS
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Size of Single Unit
72" High
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Supplied in single, double, three-tier or four-tier.
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Consider their welfare !

Install these automatic self-service machines at vantage points around the factory.

- **Extend your canteen sales of cigarettes, chocolate and sweets.**
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- **Change giving.**
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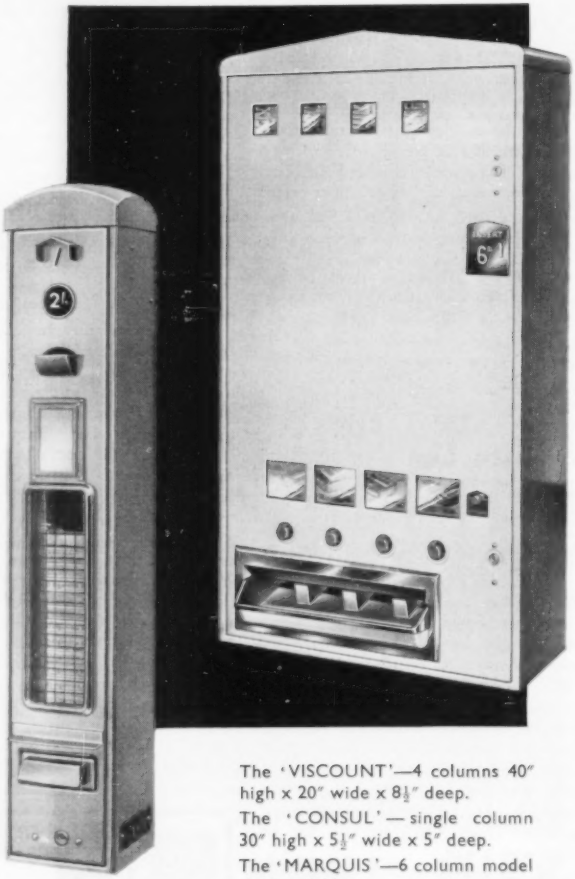

The 'VISCOUNT'—4 columns 40" high x 20" wide x 8½" deep.
The 'CONSUL'—single column 30" high x 5½" wide x 5" deep.
The 'MARQUIS'—6 column model also available.

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Point Counter Point

manufacturing side has become too specialised.

In the author's opinion in its bearing upon the employment prospects of an ageing worker the whole subject of repair work needs a detailed survey. He is aware that, unless he has acquired all-round experience in his early days, it is not easy for an older man to the demands of repair and maintenance work so that one way of "easing up" with age is becoming more and more barred to machine operators.

Mr. Le Gros Clark's studies are of much value to personnel officers, and copies can be had from the Nuffield Foundation, Nuffield Lodge, Regent's Park, London, N.W.1. His work is quite remarkable in view of the fact that he was blinded in World War I yet manages to carry on the detailed investigations demanded by his research projects. He is helped by an assistant who takes the notes, but he himself does the questioning and the thinking.

The Demon Nicotine

JUST as there is more than one way of killing a cat, there is more than one trouble that can be caused by cigarettes. Some of these latter are set out in the latest issue of the M.o.L. booklet, "Accidents — How They Happen And How To Prevent Them" which contains a warning to "high-powered" smokers who use unconventional methods of lighting up.

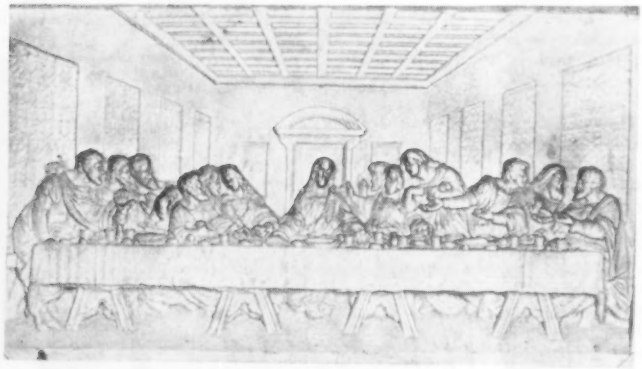
"An old established practice for men who want to smoke" says the booklet, "is to deliberately draw an arc, either at the contacts of a controller or in some other way, but this may be dangerous even on low voltage D.C. circuits. For example, the driver of a crane took the cover off a controller for this purpose, but was badly burned because he happened to have selected the controller of a large lifting magnet and, with the cover and arc shute removed, the highly inductive circuit caused a very vicious arc when the contacts were operated slowly".

"Another crane driver attempted to light his cigarette by slowly withdrawing one end of a fuse on a 25-ton, 500 volts D.C. crane. The arc he drew was much bigger than he expected. A third man recently used an old disconnected earthwire to draw an arc from a power station auxiliary 400-volt busbar. He did not realise that it was possible to produce a 12,000 K.V.A. short circuit at this point".

As a result of these and similar practices men have spent several months in hospital, and there is of course a serious danger of being disfigured for life or losing the use of a limb or an eye. In certain jobs men are forbidden to carry matches, but here are examples of where it is much safer to do so.

The Ministry, by the way, is very anxious to promote sales of this booklet series in the interests of safer working. Single copies are 1s. 3d. plus 4d. postage (6s. 4d. per year), and it is well worth the money for the technical advice alone. Copies can be had from H.M. Factory Inspectorate, 8 St. James Square, London, S.W.1.

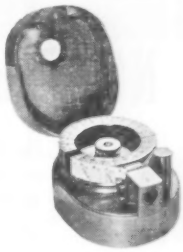
Da Vinci in Metal



This aluminium casting of the "Last Supper" was made by apprentices of the Stanton Iron Works, Nottinghamshire.

BLICK

WATCHMAN'S CLOCK



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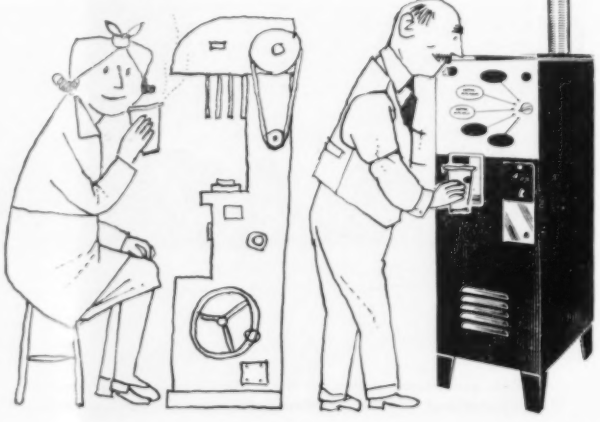
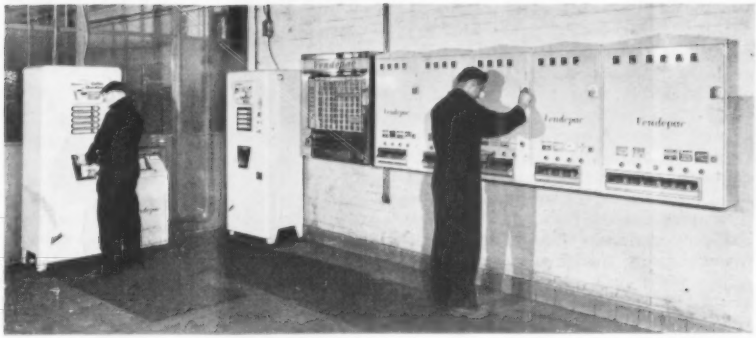




A battery of venders brings canteen facilities close to the worker's bench. A time-saver for mid-work breaks, it also provides snacks and drinks as a lunchtime alternative, as in this room at Sankeys of Wellington. Impulse buying plays a big part here. Time off for a drink may easily sell a bar of chocolate or a packet of cigarettes as well.

Soup to Nuts—at the Drop of a Coin

Will vending machines revolutionise catering in British industry?

By DAVID JUDGE

ANYONE who tells you your works canteen is out of date is asking for trouble—or trying to sell you something. How, you may ask, can it be outdated only a few weeks after you have installed that new deep fryer and the latest in washing-up machines? The answer, from the men who *are* busily trying to sell you something, is that you have only gone part of the way towards mechanisation. Your new machines may prepare the food, they may cook it deliciously, but can they sell it? For that, if you are up to date, is the general direction in which you are heading.

"Automatic catering" is the technical term for it; "vending machines", if you want to put it bluntly, or to import a little poetry from across the Atlantic, "shining objects with dash and sparkle and a brand new function in life".*

You can take your pick of terminology. The last description is a journalist's attempt to sum up years of successful selling in America, where these machines have become as much a part of the industrial employee's working life as his lathe. It has been estimated that today at least 80 per cent of all American on-the-job food services are supplemented to some extent by vending machines which supply everything, as one American authority puts it, "from soup to nuts". In between lies a wide variety of foods and drinks which in Britain today are sold over the canteen counter by a management battling with rising costs and wasted time.

In the past two years, since this journal first featured the advent of push-button catering in British Industry, the picture has changed, though not radically. We now have our hot drink, milk and hot food machines, our venders of soft drinks, ice-cream and sandwiches—most of which are based upon American patents. There is nothing new in automatic vending. Long before the last war the general public had accepted the cigarette and chocolate machines on railway platforms; more recently they have learned to treat the cold drink and ice-cream venders outside shops and in places of entertainment as indispensable aids to daily living. The first revolution has been accomplished simply and surely. It is the second which may take a little longer, for to find their "brand new function", vending machines have infiltrated the industrial caterer's own preserve. The ultimate objective is to take industry by storm just as American industry has been taken.

For weapons the manufacturers are using strong, persuasive arguments. The machines, they claim, are clean, efficient, hygienic, but, above all, they will save time and cut costs.

Many are talking of a future of completely "automated" canteens on the American Automat pattern, where a worker can pass along a battery of venders selecting his soup, main course, sweet and hot or cold drink, all served in a very few minutes, cleanly and at the right temperature.

The closest one can get to this futuristic approach in Britain at the moment is in the Vendepac Ltd. showroom on the Slough trading estate. In a room only the size of a small canteen a dozen or so machines are arranged along one wall, serving tea, coffee, hot chocolate, cold drinks, hot meals, cold snacks, confectionery and cigarettes. The remaining space is taken up with tables and chairs. The machines are kept stocked and in regular use because the showroom also serves as a canteen for the Vendepac office and factory staff. In the case of hot meals, the various ingredients are served from different compartments of one vender. Such a machine is designed to offer remarkable permutations of dishes, while with a simple change in mechanism, substituting a cooling unit for a heater, the same vender can serve

* John R. Rutherford, editor-publisher of *Inplant*, the U.S. food management magazine. This comment, and others on the American vending scene, is taken from *Automation comes to Inplant Feeding*, a booklet published by The Vendo Company, 7400 E. 12th Street, Kansas City, 26, Missouri.

salads, cold sweets, or even cartons of ice-cold milk.

Amongst the several firms who are co-operating with Vendepac on the project are Joseph Sankey & Sons Ltd. of Wellington, who are producing a refrigerated milk machine for industrial as well as public use. Based upon the design made by The Vendo Company, Missouri, now selling successfully in the United States, the machine stands a little over six feet high and holds 210 half-pint cartons. According to the manufacturers, machines like this (and others which will eventually be introduced to the British market) sold more than £700,000,000 worth of merchandise throughout America in 1956.

Sankeys of Wellington are well known in another context as the largest producers of vehicle wheels in Europe and the Commonwealth. In their 70-acre plant they employ about 5,000 workers, which gives some idea of their catering needs. It is significant because it was after trying similar machines in their own works and conducting a thorough investigation of the advantages and marketing prospects of American vending methods that they decided to enter the business themselves. They acquired the British manufacturing rights and created their own Vendo division.

Shop Floor Snacks

They have not, of course, declared their works canteen obsolete. In fact, when they recently built a new office block, they gave their staff a stylish restaurant which, despite its up-to-date equipment, still functions on principles that have held good in industrial catering for many years. What they have done is to provide their workpeople with facilities for drinks and snacks right on the shop floor. There are six of these vending units installed at central points for each workshop, and serviced by two vans continually touring the plant. Each unit consists of four or five machines selling hot and cold drinks, cigarettes and confectionery. (In addition the office staff have separate machines installed at various points throughout their own building.) Within easy reach of his work bench, each man can get a drink or snack just when he needs it.

Sankeys offer a solution to the problem of making the machines too much of an attraction and so losing production time. They have installed each battery of venders at a point which the employee has to pass on his way back from the toilet or washroom. In the Wellington workshops the men are

Vending machines offer a round-the-clock drink and snack service. Illustrated is Coolers & Venders' Mills "Coffee Service".

employed on a piece-work basis, but it should not be beyond management to inculcate a sense of discipline amongst hourly paid workers to prevent their spending more time away from their desks or benches than was necessary.

Install the machines too far from the workplace and you are faced once again with time-wasting and bottlenecks. For this reason the manufacturers strongly advise against installing the machines in your canteen unless they are intended to take over the lunchtime tea service or to offer extras like confectionery, ice-cream or cold drinks. A small rest room for lunchtime snacks, however, operating independently of the main canteen, is an ideal site. Sankeys have a few of these sites in their works, and they are well patronised by employees who prefer brought or bought snacks to a cooked lunch.

Apart from the organised lunch break, we have dealt so far with the mid-work snacks which the worker can take whenever he wants them. The most important of these is, of course, a cup of tea. It may be possible eventually to break the tea habit, but only by substituting coffee, hot chocolate or a glass of squash. In any event these machines are gradually moving into a sphere where the ten-minute morning and afternoon break is an established ritual. In most cases, where the employee is wasting the management's time and not his own, 10 minutes rapidly becomes 15 or 20. This can be stopped, say the manufacturers, and vending machines will do the trick, but only if the controlled break is abolished or, in practice, spread over. One or two machines can serve hundreds of workers morning and afternoon, if they are regularly filled, and if each worker picks his own time for the break.

A cautionary tale from the North of England seems to prove the point. Two machines, one serving tea, the other coffee and chocolate, were installed by one firm in its office block. From the outset the machines were abused, not by the employees but by the management. Each department was given a quarter-of-an-hour's break and employees were forbidden to use the machines just when they wanted. As a consequence queues quickly formed during breaks while each secretary drew off a trayful for her own department, each cup growing progressively colder until she had drawn off the number she required.

The management was sadly disillusioned, which is not surprising. The claims made by the manufacturers before the machines were installed now seemed grossly extravagant, employees were complaining that the tea and coffee were cold, and, as a final irritation, the works canteen committee was wearing that "we-told-you-so" look.

Eased Staff Shortage

The canteen staff, on the other hand, were delighted with the machines. Because of an acute labour shortage those girls the firm could recruit had been rushing about the building desperately trying to serve every office from a hand trolley. They preferred the new system because it was a simple job to keep the machines stocked and clean, and it flattered them that they were able to understand what they called a "complicated" machine.

Despite this organisational sabotage the machines found some champions (the very people, ironically, who would be expected to be most sceptical) and, moreover, they showed a small profit, for they had helped to ease a staff shortage and they had cut the wages bill. Their failure can be attributed to one cause alone—disregard for the instructions on the packet.

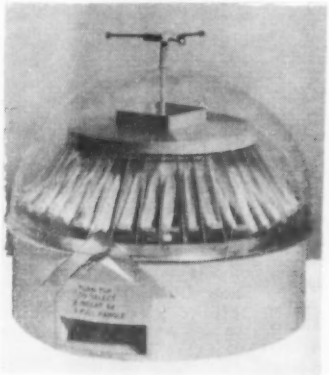
It will not, however, be the venders alone which force management to abolish the controlled break. Another

(*Continued on page* 18)

...and a brand new function

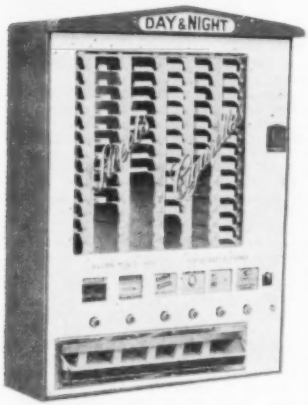
The "Coolamatic" carton vending machine by Farrow & Jackson Ltd. sells either refrigerated milk or non-carbonated soft drinks. Capacity is from 132 half-pint to 180 six-ounce packs and the coin mechanism is designed to give change.

Some of the "Mono" paper cups designed for either hot or cold drink vending machines. Available in standard size, they can be decorated with any name, trade mark or message.



Sandwich dispenser, right, (H. Griffiths [Caterers] Ltd.) has 40 compartments, stands 24 in. high on a 24 in. base. Completely portable, it needs no mains fittings. Coin mechanism is for 6d. or 1s.

Coolers & Venders' J.56 bottled soft drink machine is available on hire purchase, rental or short-term credit.

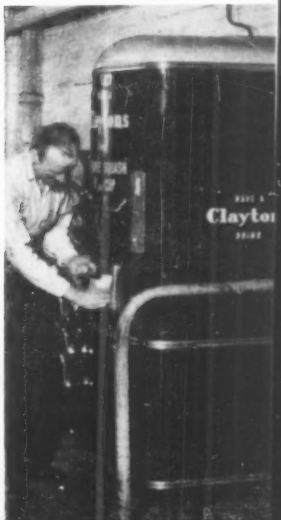


Automatic shutter device on all "Supreme" drink machines (see picture, right) prevents wastage while pouring. Tea machine brews a fresh cup as each coin is inserted; capacity—250 7-oz. cups.

National Automatic's "Marquis" sells any shape pack of cigarettes or confectionery. Illumination and mobile stand are optional extras.

Ice cream is "automatically yours" with the Ice-Matic vender, shown in Polikoff Ltd. canteen, Treorchy, Glam. Sells any ice cream brick of choc-bar size, holds 216 bars.

Chadburn's iced drink vender serves a drink in 7 seconds, holds 600. Each one is freshly mixed when the customer inserts a coin.



(*Continued from page* 16)

important consideration is the prospect of shorter working hours. At the moment the unions, particularly the engineers, are drawing up their tactical plans for the 40-hour week campaign. If they achieve this, contends Mr. L. E. Gullick, catering manager of the George Cohen 600 Group factory in West London, "employers will require concessions, one of which may well be the withdrawal of the ten-minute break mid-morning and mid-afternoon". This, he continues, would inevitably lead to hole-and-corner brewing and a disastrous effect on production unless employees' natural demands for a cup of tea could be supplied by some quick, efficient method. He lists some likely alternatives, including vending machines, but, he emphasises, the tea must be of good quality.

A lot has been written already about the worker's instinctive resistance to change, but it is just as pertinent here as in the production processes. He may accept inferior canteen tea without complaint, simply because it is made in the traditional way, but once the teapot is superseded by a machine it is almost a challenge to his critical ingenuity. In one firm where machines were installed employees objected at once to the taste. Yet, when they tried drinking it from their own mugs instead of the disposable paper cups, they grudgingly admitted that it "wasn't so bad after all". At least one manufacturer has already made this allowance. W. M. Still & Sons market machines which can be used for both paper and china cups.

Guarantee of Hygiene

This point is more valid than it may at first appear, for several manufacturers are pinning their faith on the throw-away cups. These add to running expenses, but they do offer in exchange a guarantee of hygiene which is not easily rivalled in the average works canteen. They even cut some expenses by removing the need to wash up, and there is far less risk of spreading germs. In some machines, besides the heating or refrigeration process which prevents the growth of bacteria, a device is incorporated which sterilises the liquid outlet under a constant bombardment of ultra-violet rays.

The thought of a floor littered with paper cups may cause a shudder in works cleaning circles, but the manufacturers have an answer to this problem, too. They are providing some quite elegant bins for installation alongside the machines. In any case, tidiness as a safety aid was current industrial jargon long before vending machines were even in the blueprint stage.

Vending milk, non-carbonated soft drinks, etc., is simple and hygienic with Tetra Pak single-use cartons (bleached kraft paper coated inside with thermoplastic film).

The machines themselves are a valuable aid to housekeeping, according to Mr. George C. Berteau, personnel director of the American Motors Corporation. The machines in his firm "are nicely painted and dressed up with co-ordinated backgrounds and the vending stations have considerable eye-appeal. The area around them is attractive, clean and well lighted. Frankly we have been surprised to find that the housekeeping problem is not as great with the machines as it was when the caterers were in here".

One selling point which cannot (and, I imagine, will not) be missed in the campaign is the effect of automatic vending on industrial relations. Of the American scene John R. Rutherford has written: "Certainly it is of practical service and, depending on local circumstances, vending can create better employee relations." His words are chosen carefully, and necessarily so. There are far too many so-called panaceas for poor industrial relations, and personnel managers are right to be cynical. Mr. Eugene B. Mapel, a New York management consultant, was thinking of American industry when he wrote, "the worker becomes aware by the mere presence of the machines that this employer has been thinking of his welfare".

In Britain, as every manager knows, industrial catering is accepted by the worker as his right, not as any kind of philanthropic gift. After all, eating and drinking, like any other form of pleasure, is a serious business.

THEY MAY HAVE THE MACHINE YOU NEED

Alan Automatic Machines Ltd., 11/13 St. Bride Street, London, E.C.4. (Coffee, hot chocolate).

Anglo-American Chewing Gum Ltd., Imperial Chambers, George Square, Halifax. (Confectionery).

Associated Automation Ltd., 70 Dudden Hill Lane, London, N.W.10. (Tea, coffee, hot chocolate, soft drinks, confectionery, cigarettes, miscellaneous).

Automat Machine Sales Ltd., 174a Perry Vale, London, S.E.23. (Snacks, confectionery, cigarettes).

Automatic Chewing Sweet Sales Ltd., 61 Wigginton Road, York. (Confectionery).

Brecknell, Dolman & Rogers Ltd., Pennywell Road, Bristol, 5. (Soft drinks, snacks, fruit, confectionery, cigarettes).

British Automatic Company Ltd., 14 Appold Street, London, E.C.2. (Tea, coffee, soft drinks, confectionery, cigarettes).

Candy Venders Ltd., 23 Market Place, Wetherby, Yorks. (Confectionery).

Cadburns (Liverpool) Ltd., 3 Wilton Place, London, S.W.1. (Soft drinks).

Clayton Bros. 140 East Hill, London, S.W.18. (Soft drinks).

Coca-Cola Export Corporation., 23 Princes Gate, London, S.W.7. (Soft drinks).

Coolers & Venders Ltd., 35 Berkeley Square, London, W.1. (Coffee, soft drinks, soups, miscellaneous).

Ditchburn Vending Mechines Ltd., Terminal House, Grosvenor Gardens, London, S.W.1. (Snacks, confectionery, cigarettes, miscellaneous).

Farrow & Jackson Ltd., 41/2 Prescot Street, London, E.1. (Milk).

Green Barbour Ltd., 19 Oxford Street, London, W.1. (Tea, coffee, hot chocolate, food, miscellaneous).

H. Griffiths (Caterers) Ltd., 41 Sloane Street, London, S.W.1. (Snacks).

Ice-Matic Ltd., 201 Sydenham Road, Croydon, Surrey. (Ice cream).

Imperial Tobacco Co. (of G.B. & I.) Ltd., G.P.O. Box 2, Upton Road, Bristol, 3. (Cigarettes).

Mars Ltd., Slough, Bucks. (Confectionery).

National Automatic Machines Ltd., 99 Cobbold Road, London, N.W.10. (Tea, coffee, hot chocolate, soft drinks, confectionery, cigarettes, miscellaneous).

The Nestle Co. Ltd., Hayes, Middx. (Chocolate).

Pepsi-Cola Ltd., River Gardens, North Feltham Trading Estate, Feltham, Middx. (Soft drinks).

Joseph Sankey & Sons, Ltd., Vendo Division, Hadley Castle Works, Wellington, Salop. (Milk).

Self-Serve Automatic Machine Co. Ltd., Monument Hill, Weybridge, Surrey. (Confectionery, nuts, miscellaneous).

Servumatic Ltd., 335 London Road, Mitcham, Surrey. (Confectionery, nuts, miscellaneous).

W. M. Still & Sons Ltd., 29-31 Greville Street, London, E.C.1. (Tea, coffee, hot chocolate).

Supreme Automatic Vending Co. Ltd., 3 Barry Road, London, N.W.10. (Tea, coffee, soft drinks).

Swift & Swallow Ltd., Airport Works, Rochester, Kent. (Tea, coffee, hot chocolate, soft drinks, confectionery, cigarettes, miscellaneous).

Vendepac Ltd., Slough, Bucks. (Tea, coffee, hot chocolate, milk, soft drinks, food, confectionery, cigarettes).

T. Wall & Sons (Ice Cream) Ltd., 59 Park Royal Road, London, N.W.10. (Ice cream).

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This Apprentice Training Scheme Combines Results with Low Costs

By K. D. MARTIN,
Personnel Officer,
Aerialite Ltd.

To be successful, an apprentice training scheme need not cost thousands of pounds. This article tells what it does take.

An apprentice examines his work. In this firm his training is never made subservient to the demands of production.

APPRENTICE training schemes have come a long way from the days when the youngster from school was handed over to one of the older skilled craftsmen to be forgotten by management until he emerged five years later having absorbed, they hoped, the craftsman's knowledge and acquired his skill. True, some of our finest craftsmen were trained in this way but a really progressive management today sees more in the training of apprentices than this hit-or-miss process. First, efficient training definitely helps foster good relations between management and employees. Second, apprentices with a sound theoretical training and a broad general knowledge of their industry to back up their practical skills provide management with a pool of potential supervisory and technical staff of a high quality.

The splendid facilities laid on by the large and wealthy firms to train apprentices are already well enough known. But what of the smaller firm which cannot afford thousands of pounds for this purpose? In February this year *Personnel Management and Methods* described how many such firms are overcoming this difficulty through group schemes. Here I would like to describe how our firm tackled the problem individually and put into operation an effective apprentice training scheme without heavy expenditure on equipping a training centre.

OBJECT

The object of the scheme was to provide training to fit boys to take their place in the industry as skilled tradesmen in one of the engineering trades peculiar to the company, and also to provide training for junior posts on the technical staff. The boys were designated as either craft or student apprentices.

RECRUITMENT

Recruitment was mainly from secondary technical and secondary modern schools for craft apprentices, and grammar schools and secondary technical schools for student apprentices. Opinions may vary regarding age limits of boys at intake, and in this instance craft apprentices were required to be not more than 16½ years of age, while student apprentices were accepted under 18 years of age.

QUALIFICATIONS

As regards qualifications of applicants, we felt that for craft apprentices a good standard of general education and an aptitude for metalwork, woodwork or other manual craft was necessary.

For a student apprenticeship applicants were required to have passed the General Certificate of Education at ordinary level in at least three subjects including mathematics and English. (Many organisations would no doubt demand a higher level of qualifications before considering applicants, and it is, of course, up to the company concerned to decide in the light of what attainments are expected from apprentices, just what their starting qualifications should be.)

TRAINING PROGRAMME

The broad programme planned for *all* apprentices came under the headings of Basic, General, Specialist, and Theoretical Training.

At the outset, a particular trade was not stipulated for the apprentices, as we felt that in many instances boys, although eager to enter the engineering industry, would not be aware of the actual duties involved in the various

trades, and would therefore be unable to state whether they desired to be a mechanical fitter, toolmaker or turner, etc., until they had been provided with an opportunity of seeing something of the work and indeed sampling it. Therefore, we decided that, following a period of basic training in a training workshop, the boys would then undergo general training to broaden their experience by visiting other departments in turn before settling down to specialise in a particular trade. Theoretical training was carried out at technical college.

The basic and general training of students apprentices followed a similar pattern to that provided for craft apprentices, except that the period of general training was shorter and specialised training then followed in the drawing office or other technical department.

WAGES, ETC.

Wages and conditions of service for apprentices were in accordance with national agreements for the industry.

TRAINING INSTRUCTOR

In organising the training scheme, we had to ensure that a suitable instructor was available to supervise the boys' practical training, both by direct instruction in the training workshop and by liaison with foremen while the boys were carrying out general and specialist training in departments.

The company was singularly fortunate in that already in their employ in the capacity of toolroom foreman was a very active man of near retiring age but with no intention of retiring, with 50 years' engineering experience behind him, and a manner which suggested that, although he had no previous experience of handling juniors as a group, he would readily acclimatise himself to dealing with this particular type of labour, and be able to impart his vast engineering knowledge to them.

Although it was with some trepidation that he accepted the change from toolroom foreman to training instructor, visits to training centres at larger organisations were arranged for him and he soon fell into the role of instructor. That this was a successful move was soon in evidence, for the excellent practical work of the first group of apprentices to pass through the instructor's hands was itself a monumental example of what careful, patient and individual tuition can achieve.

TRAINING WORKSHOP

A training workshop was set up partitioned off from the rest of the factory floor, with a small office for the instructor. By writing to machine tool manufacturers and others, many informative posters were obtained for the walls as well as some useful booklets for distribution to apprentices. The only machinery available for the training workshop was a lathe, drilling machine and grinder, so that the instructor had to compile his curriculum with the emphasis principally on bench work, the apprentices of necessity having to acquire their machine work knowledge (except for some instruction on the lathe) during periods spent in the machine shops and tool room.

Only four boys at a time were accommodated in the training workshop which gave opportunity for the

Mr. K. D. Martin: "Don't forget the regular word of encouragement".

instructor to give real individual attention to each. The first six months was devoted to basic training in the use of hand tools, instruments, etc., and certain machine work within the limitations of the machinery available purely for training purposes. This initial period in the training workshop was considered as probationary, and if completed satisfactorily an indentured apprenticeship was offered.

GENERAL TRAINING

Following their period in the training workshop, the apprentices were then passed out to various departments, taking with them a developed skill and some useful tools made during their basic training. The heavy machine shop, light machine shop, fitting shop, toolroom, inspection, drawing office, and other departments specialised for the particular products of the company then took the boys for a further four months' period at a time, or at times longer or shorter—the scheme being flexible to allow for individual requirements.

It was left to the foreman of the department to arrange a suitable programme for the period the apprentice would spend with him.

This period of general training covered the first two years or so of the apprenticeship, by which time the apprentice gained a good general knowledge of the industry. Written reports from foremen were sent to the personnel officer, commenting on the boy's ability, progress, and so forth, whenever a transfer to another department was effected.

SPECIALIST TRAINING

After having had his engineering experience broadened during general training in a number of departments in the works, which were nevertheless closely linked to each other, the apprentice was ready to concentrate upon a particular trade. A line of specialised training was then chosen for the remainder of the apprenticehip in the light of the apprentice's revealed aptitude and expressed preference.

THEORETICAL TRAINING

All apprentices were required to attend an approved course of study at technical college with the object of obtaining an Ordinary National Certificate or a City and Guilds Certificate. The first year of the course had to be taken at evening classes, and thereafter by day-release to the end of the apprenticeship. When attending evening classes, apprentices were permitted to leave work half an hour earlier. Apprentices were required to pay their own college and examination fees in the first instance, and the company reimbursed those who were successful in the terminal examinations. The company also agreed to make a suitable award to all apprentices obtaining an Ordinary National Certificate.

PROGRESS OF APPRENTICES

The personnel officer and the training instructor at all times maintained a close watch on the progress of the boys in the works by means of the periodic written reports from foremen, and by frequent personal contact with them on the shop floor. The apprentices were encouraged to advise the personnel officer if they felt they were

not receiving adequate tuition on any aspect of their work in departments. The needs of production on occasion perhaps tended to take precedence over fresh tuition, and apprentices sometimes complained that they were left on a particular job of repetitive nature too long when there was other work they were anxious to be taught before leaving the department. In such instances the personnel officer was able to discuss the matter with the foreman concerned and effect a solution.

By continually talking to foremen, who hitherto had not in the main had boys passing through their hands within a training scheme, about the character and abilities of the boys within their department, a real and lively interest in the boys well-being was awakened and foremen took pride in what the apprentices with them could achieve. At times indeed they were loathe to pass the apprentices on to another department to widen their experience as they had become such valuable assets. The plan of training however was readily accepted, and once the scheme was properly under way foremen gave full co-operation.

PARENTS

The co-operation of parents was sought at all times, and they were requested to come along to discuss their son's training with the personnel officer before engagement. They were also given the opportunity to inspect the training workshop and the works in general so that they would know the environment in which their boys would be working. Further they were invited to visit the personnel officer or training instructor at any time to discuss their sons' progress.

INDUCTION COURSE

At intake the apprentices had a one-day induction course during which the training instructor spoke of the history and background of the company, and also of its products—where they went, who used them, and so on. A conducted tour of the whole works followed and the function of each department was explained, while of course the vital importance of attention to factory safety precautions was given special prominence.

MANAGEMENT SUPPORT

Naturally, the maximum support of the management is essential for the success of such a venture. If it is introduced merely in order to be fashionable, to keep up with the Jones's, while in reality only lip service is paid to training, then an irreparable injustice is done to the boys whose whole future often depends on the way the company utilises their early years. Production is important but the training of apprentices should never be made subservient to it, for then any scheme will assuredly fail in its purpose of producing trained men.

MISCELLANY

Some of the miscellaneous features which can contribute to the success of a training scheme include:—

1. Showing training films. Where a film projector is not held by the company one can be borrowed or hired, and films can be obtained from various organisations.

2. Attendance of apprentices at the meetings for juniors arranged by the local branch of the Royal Society for the Prevention of Accidents.

3. Visits to other factories of special interest such as supplies of items used by the company.

4. An Apprentice Section library of trade magazines and books connected with the industry.

5. Instructing senior apprentices to act as guides to conduct visiting parties around the works.

6. Stressing to the boys the importance of appearance, character and bearing at all times.

7. Organising apprentices' football and cricket teams, etc.

8. Putting apprentices' work on display.

9. Provision of canteen meals at reduced prices.

10. Maintaining close liaison with the technical colleges regarding conduct and progress.

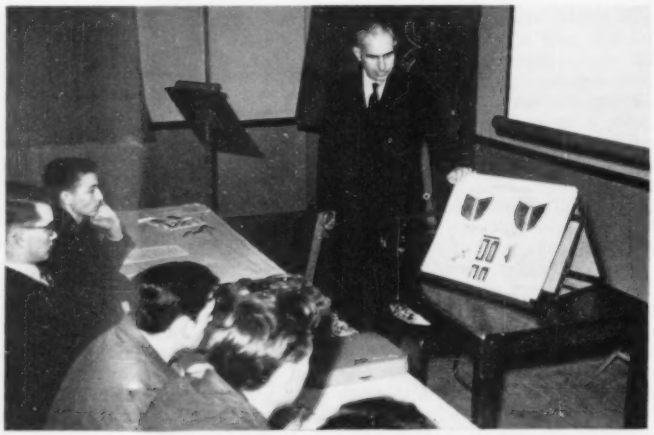
Perhaps, however, a feature as important as any to the success of the scheme is a frequent, friendly and encouraging word!

These Apprentices Receive Special Safety Training

BELIEVING that safety *can* be taught as a subject in itself, the Preston & District Industrial Accident Prevention Group have started what is believed to be the first safety course of its type in the country. The course, which is being held at Leyland Motors Ltd., is directed at third-year apprentices from various works in the district and consists of 12 lectures by specialists in various subjects. It has been arranged by Mr. D. G. Woolfenden, H.M. District Inspector of Factories, who is honorary adviser to the Group.

The number of students is 100 and, representing as they do future supervisory staff, it is hoped they will make full use of what they learn when they reach managerial status.

Lectures are supported by visual aids and subjects covered include: dangerous machinery and the principles of fencing, prime movers and transmission machinery, hoists and lifting tackle, safety and building and maintenance regulations, and fires and explosions. A doctor also lectures on the hazards caused by dust and other substances.



Mr. D. G. Woolfenden gives a lecture on industrial safety in which he makes full use of visual aids.

Management News and Ideas

Safety Colours for Industry

THE British Standards Institution has now published its recommendations on Safety Colours in Industry (B.S.2929), with the object of establishing throughout industry a universal system of colours for the identification of hazards and safety equipment.

The new recommendations are extremely simple. The colours are: red, orange-yellow and green. Red has the meaning STOP, orange-yellow means WARNING OF DANGER, and green is used to identify or locate safety equipment and safety routes.

Contrasting colours are used with the three main colours to form patterns which make for easier visibility. Thus a red and white chequered pattern would be used for the door of a store containing petroleum spirit.

Geometrical forms—a circle, triangle or rectangle—may be used as part of a safety message, but the colour in which they are printed and their meaning will always be the same. A circle, for instance, is to be carried out in red (or red and white) and implies an order of some kind.

Full information is contained in the booklet, **Safety Colours for Use in Industry**, 4s. 6d., published by British Standards Institution, British Standards House, 2 Park Street, London, W.1.

"The Lyons Prize"

MEMBERS of the Office Management Association can win a silver medal and a prize worth £40 in a new competition, recently announced. Competitors have to submit a paper, report or article giving an account of a system of office organisation or reorganisation which has improved the company's business. The winning entry will be judged not only on the economies of the system, but also on the contribution it has made to smooth working both in and outside the office.

The award, which will be offered each year, has been donated by J. Lyons & Co. Ltd., and will be known as "The Lyons Prize". Entries for the current year must be sent, not later than March 31, 1958, to the Association's secretary at 58 Victoria Street, London, S.W.1.

Continental Tours

STUDY tours of industry in Britain and on the Continent, courses at Cambridge, and group and individual tutorials on personnel management and human relations are among the services offered to executives overseas (and to those in this country particularly concerned with overseas matters) by the Industrial Welfare Society in its 1958 programme.

In the course of one study tour next April, 15 representatives of British management will spend ten days in Germany investigating the implications of changes brought about by the new technology. At the same time 15 German executives will make a similar investigation in Britain. At the end of the tour, the two groups will meet in Holland or Belgium for a two-day discussion of their findings.

There further European study tours will go to Yugoslavia, France and Sweden.

A New Exhibition

WHEN the Institute of Hospital Administrators holds its annual conference at Olympia, London, early next summer, delegates will assemble in a specially-built conference hall. The rest of the display area will be devoted to an international exhibition of hospital equipment and medical services. It will be the very first exhibition of its kind, and not before time. The event does afford, however, a fine opportunity for doctors, nurses and welfare officers to see all that is up to date in nursing requisites, surgical dressings, X-ray equipment, etc.

The display will not be entirely medical, of course. A hospital is much like any business organisation. Calculating and office recording machinery will be shown as well as the welfare officer's prime interests like floor maintenance equipment, heating systems, time recorders and canteen equipment.

The exhibition will last from May 5 to 10, and already 60 leading manufacturers have booked space. In addition, inquiries have been received from firms in Europe, Scandinavia and the United States. Further details can be obtained from the organisers, Contemporary Exhibitions Ltd., 40 Gerrard Street, Piccadilly, London, W.1. Tel.: GERrard 4951.

Scientific Selection

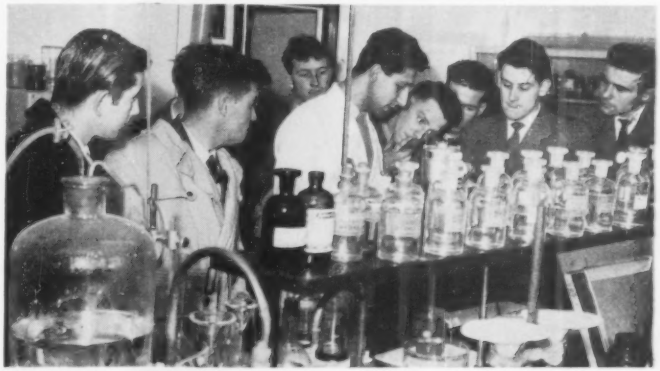
THE Solartron Electronic Group Ltd. have chosen Farnborough as the site for their new 350,000 sq. ft. factory mainly because an adequate technical education service exists nearby, and it is a fundamental of the Group's personnel policy that their employees should have a chance to increase their basic technical knowledge. A new technical college is, in fact, already nearing completion and is within easy reach.

Because of the probability of further expansion in the future the new factory is to be of one storey, but to prevent mechanical engineering work disturbing other production lines, there is to be a special system for noise dampening.

Protection by Precept

AT the recent Scottish Accident Prevention Conference, Sir George Barnett, then Chief Inspector of Factories, said that even in factories too small for a full-time safety officer there should be someone appointed to take charge of such matters. He went on to say, however, that he did not feel the wearing of protective clothing should be made compulsory. He favoured, rather, the education of younger workers in the merits of such equipment.

"Apprentices' Day"



Building firm, John Laing & Son Ltd., recently entertained 100 of their fifth year apprentices and presented over £250 in prizes. Our picture shows a group on a tour of inspection of the company's Research and Development Centre.

The Man Whose Brains Were Not Wanted

Or the Subtle Art of Circumventing Frustration

FIRST in my postbag this month a letter from Mr. Willis, a University graduate. He writes:

"In recent months much has been said on your page about the need for modern executives to be skilful and far-sighted *professionals*. One group of people have not, however, been mentioned at all, and I think their special position and difficulties need some airing. I refer to the University arts graduates who are taken on by different industries to train for and become managers in due course. In my own case, after taking an English degree at Oxford, I studied social science and I am now a 'management trainee' with a large retail store organisation.

"My company took a great deal of trouble to choose me; there was a short list of eight of us and we all went through a group selection procedure. They *must* think arts graduates are useful to them, but I do not think our position has been sufficiently well thought out. I spend my time serving in different departments working as a counter hand and being trained by the local supervisor. If I use my brain (which must be one of the qualities the company chose me for) and make suggestions I am told I do not understand the difficulties and that my suggestions are impracticable—or too expensive—or both.

"To take one small example—I suggested a more logical way of stacking spare goods under the counter, so that the salesgirls would be able to find their merchandise more easily, only to be told the old way had worked all right so far and change was not justified. The firm is doing its best; the training department have a scheme so that I can learn the business, but many of us feel our capabilities are not being used, and get 'browned off' before we get on to a job which makes any real demands on us".

I wonder if many arts graduate management trainees feel as Mr. Willis does? There are obviously difficulties inherent in the very nature of the set up. It is difficult, after years spent in studying and developing the ability to think, to find oneself an inexperienced learner once more. Nevertheless, Mr. Willis, you have a golden opportunity to learn. I suggest you seize it with both hands. Use your time not by making suggestions, which as yet you have no power to implement, but for training yourself in the skills and qualities which will turn you into a good manager. Study the everyday happenings which go on around you. Watch your supervisor as he handles problems of organisation or human relations. Ask yourself what you would have done in his or her place. Do you know what kind of information you need to look for when a problem arises—do you know how to analyse the problem and reach a balanced decision? Have you learned to ask the right questions?

Graduates at Harvard Business School spend a large part of their time doing all these things as they work on "cases" in the classroom. You are better placed than they are, for you can work on "live" cases. You are not asked yet, to act on decisions you reach, but what chances to practise you have! You must make your own opportunities.

A superintendent of a department where highly technical jobs were being performed told me how he solved this very difficulty. He was allocated a management trainee who was supposed to learn to do all the jobs in the department. In this department it was clearly impossible. The first trainee he had loafed about and got in the way, watched operators and then got bored. The supervisor gave him as much time as he could spare, but there were still many empty hours left. The supervisor changed his system for the next trainee who was allocated to his department. He prepared a list of questions which had to be answered by the trainee about each job and each person doing the job. Though the trainee could not actually do some of the jobs he had to observe them all very carefully indeed in order to fill up the questionnaire. The superintendent said the second trainee was much happier and felt he was learning something useful in that department.

Another firm solves this training problem in yet another way. Each senior executive is allocated a bright young management trainee to be his special aide. This serves a dual purpose; it helps the trainee to see management at close quarters and it provides a symbol of prestige for the managers concerned which could be classified under the heading of "non-financial incentives" for managers which leads me on to another important subject.

A Question of Merit

IN recent months we have been discussing some of the factors which help to strengthen people's desire to work hard in industry. The need to provide incentives for executives themselves has been receiving more and more attention lately. What kind of incentive is most effective? Is a rise in salary more effective than an extra bonus at Christmas? How about his expenses account? Do social affairs, for example executive lunch time meetings at the works—or evening parties to which more are invited, or even the practice of one American company president of inviting executives, in turn, to a lunch especially prepared by his wife, help executives to work more effectively?

Then there are such incentives as the big office or the large desk, the luxurious carpet and the separate cloakroom facilities. One Dallas oil company, for example, has given each of its three chief managers elaborate business quarters which include golden taps carved in the shape of sea horses, while in another American oil company, until recently, a brass spitoon in your office denoted that you had really arrived!

Other firms are experimenting with some form of regular merit rating

(Continued on page 47)

This 'Coin of the Realm' Business

A workman's wage must still be paid in cash whether he likes it or not.

"Whereas before this time in the occupation of cloth-making, the labourers thereof have been driven to take a great part of their wages in pins, girdles and other unprofitable wares".

PROBABLY Parliament has never put the problem more clearly than it did almost five hundred years ago when this first Truck Act was passed. Since then there have been many statutes dealing with the payment of wages, applying to an ever-widening area of trade, until today the various Truck Acts cover almost every contract of employment for a workman. Throughout all these Acts can be found the same principle of preventing what was already happening in 1464: namely, the payment of wages in any way other than current coin of the realm.

Before dealing with the law it is interesting to note that under the pressure of income tax, which is only a recent innovation, the tendency is growing to offer as an inducement not a large salary but a heavy expense account or a free car, or some other lesser "perk". In a proper case these are incurred or used entirely in the course of employment, and form no part of a man's earnings, but it is undoubtedly true that this system is being abused, although more so perhaps abroad than in this country.

I am not now going to attempt to say that these practices are in any way forbidden by the Truck Acts, for one thing the Acts only apply to "workmen", whereas the expense account is appropriate only to the executive grades, as a rule. What I would point out, however, is that whereas the statute book contains the history of a long fight by employees for payment in cash, what now appears to be likely to develop is a fight by the State to enforce this very principle on the employee.

At present what the law says is that the total wage earned by a workman must be paid to him in current coin of the realm, and that any contract providing for payment in any other way is illegal and void. Contravention of these provisions is punishable by a fine, but there are exceptions provided to enable deductions to be made in some cases. The basic requirement for the Acts to operate is that there should be a contract of service, providing for manual labour. There have been many decisions as to the definition of a "workman," and it is not possible to give any useful guidance on what employees will come within the Acts, in general. In cases within the Acts the total wage earned by the man must be paid in full and no deductions may be made except in the following cases:—

Points of Law—5
PERSONNEL MANAGERS' CASEBOOK

(a) Deductions in respect of goods supplied by the firm to the man for use in his work.

(b) Deductions to compensate for bad work.

(c) Deductions for works fines.

(d) Deductions for rent of a house let by the firm, for fuel, for medical attention, and for food cooked and eaten on the firm's premises.

(e) Deductions authorised by the employee to be paid to a third party.

All these deductions are subject to certain special rules but they all have the one rule in common that the employee must give his consent, before the event, in writing, and this is preferably obtained when he signs his contract of service.

This may become rather less confusing when it is observed that deductions (a) to (d) are in respect of sums due to the employer, whereas deduction (e) is in respect of sums to be paid to a third party.

No matter how much he consents, the employee cannot agree to any payment to his employer other than those listed, but he can authorise his employer in writing to pay other sums over to third parties (for this purpose shops clubs can be regarded as third parties though special rules cover this case).

This wide exception to the main principle of Truck legislation is based on the judgment of Lord Herschell in the House of Lords, in the case of *Hewlett v. Allen*, where he said: "To place the money in the hands of some other person in whose hands the person employed desires it to be placed is a payment to the person employed as much as if the current coin of the realm had been placed in his hands."

That the other person must not be the employer was emphasised in the case of *Penman v. The Fife Coal Company Ltd.*, which was reported in 1936. Penman was employed by The Fife Coal Co. Ltd., and his father rented a house from the firm. Penman made an agreement with the firm whereby the rent due on the house was deducted from his wages. It was held that the deduction was illegal under the Truck Acts. Had Penman rented the house himself it would have been a lawful deduction under exception (d) above; so also would it have been lawful under exception (e), if the house had been owned by someone other than the firm.

There is only one other fundamentally different restriction on the payment of wages and it is contained in the Payment of Wages in Public Houses Prohibition Act, 1883, which does precisely what its title suggests.

BRIEFCASE

It's all mod. con. with television, a barber's

Miner's

1 Once a workhouse, now an up-to-date employees' hotel. The Italian Ambassador (second from left), an RTB manager and two of the residents inspect some of the changes made.

WITH Christmas sleeping it off behind us and the New Year clamouring to be let in, it is an apt moment for thoughts of workhouses and miners' dreams of home. On that topical note comes news of an employee welfare programme which has transformed the workhouse and turned the dream into reality for a team of European workers employed by Richard Thomas & Baldwins Ltd. in their Irthlingborough ore mine.

Just outside this Northamptonshire village stands a two-storey, red-brick building, erected in 1932 as a County Council institution where, for a day's work in the surrounding fields, vagrants could get a meal and a bed for the night. Its last use, after serving as a remand home for girls, a wartime emergency hospital and American Red Cross store, was as a Y.M.C.A. hostel for Polish ex-soldiers working in the RTB mine and the local leather factories.

Today its drabness and austerity are

2 Through the hotel's side door the men come straight into this locker room where they change from their working clothes, take a bath and dress in clean clothes ready for the evening meal. An electric boot-cleaning device takes care of the mud.

3 Restful lighting makes it easy to relax in this tastefully furnished recreation room. The magazines and newspapers are from half a dozen different countries.

s shop and continental cooking in this

dream of a Home

just a local memory, for last year RTB bought the building and, at a cost of £40,000, transformed it into a modern hotel for their employees. Local mining labour, however, has always been scarce, there being no underground ore mine in the Northamptonshire area save at Irthlingborough. At first, workers were brought from Cornwall, but by agreement with the trade unions RTB's foreign recruits can number up to 45 per cent of the total British labour force. The foreign workers have to be housed either simply, in hostel accommodation or, if a company is as ambitious as RTB, in a hotel.

To knock the "s" out of "hostel" RTB called in local architects and contractors and London interior decorators. The bare brick walls were plastered and painted in bright colours, stone floors throughout were covered in plastic tiles and the ceilings soundproofed. Central steam heating has been installed and a completely new £3,000 lighting scheme combines fluorescent strip lighting with wall lights shaded to blend with the décor and furnishings.

There is no need for a resident to enter the hotel in his working clothes. A side door leads into a locker room where he cleans the mud off his boots on an electrical cleaning device, leaves his mining kit in one locker, takes a bath (there are 10 showers with hot water at all times), and dresses in clean clothes which he keeps in another locker.

In the cafeteria-style dining room he has a choice of Continental or English dishes prepared in an up-to-date, hygienically designed kitchen under the supervision of an Italian chef. After dinner he can play cards, read or write letters home in a sumptuously furnished recreation room or watch the evening's programmes in a television room fitted with cinema seats, subdued lighting and a 21 in. screen.

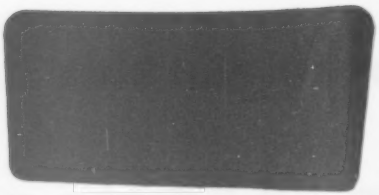
His bedroom is in one of the eight main dormitories which have been partitioned to give reasonable space and complete privacy. Bed linen and towels are provided and laundered, but if a man wants to wash some of his own clothing the residents' laundry offers a modern drying and airing room equipped with electric irons.

The hotel is completely self contained, the manager, manageress and staff living in a separate part of the building. The hotel shop sells practically everything from tinned Continental food to bedroom slippers. There is even a barber's shop.

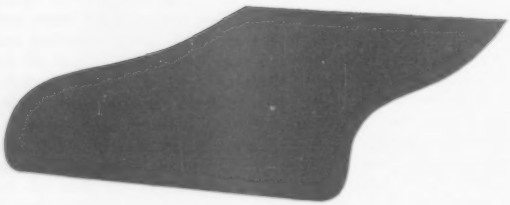
Italians form the largest national group in the hotel, so RTB invited the Italian Ambassador to Britain, Count Vittorio Zoppi, to perform the official opening. The Press publicity given to the event has already brought applications from workers abroad who want to share these ideal living conditions. The attraction is obvious—it costs the worker about £3 a week to keep £40,000 between him and the workhouse.

4 Spaghetti, sauerkraut or fish and chips—the Italian chef makes sure that the menu caters for all tastes. The dining-room is run on the cafeteria system; tables and trays are designed to blend with the general colour scheme. After hours the residents can cook meals on a gas stove provided specially for them.

5 After opening the hotel the Ambassador went down the mine to see working conditions for himself. In the centre a reporter from the BBC's Italian Service records a conversation with one of the miners for a special broadcast. With the help of the Central Office of Information RTB also sent the story and pictures to newspapers in the men's home towns.



11 Colours !



gay and practical...

DELARON CHAIR SETS—chair seats and backs in tough, light, easy-to-clean plastic laminates—these are available now in eleven different colours! You can make your choice between white, beige, green, yellow, red, light blue, dark blue, grey, light tan, dark brown, and black! Virtually everlasting, gay and practical, clean at a wipe! Formica Ltd (who produce and shape DELARON CHAIR SETS for chair manufacturers) will gladly recommend an approved supplier.

Write to the address below for a full-colour leaflet with all the facts, showing the full range of 11 colours.

Delaron* *chair sets*

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* 'DELARON' *is a registered trade mark*

P.M. Names & Notes

American 'Know-How'

BRITISH businessmen can pick the brains of American management on the use of electronic computers for industrial data processing, at a five-day course in London this month.

Organised by John Diebold and Associates Inc. with the support of the British Institute of Management, it will be run by a team of experts headed by the 31-year-old chief of this New York consultancy firm. From a study of 1,000 computer installations throughout America they will present actual case histories pinpointing both success and failure.

Date: January 20-24. Place: Washington Hotel, Curzon Street. Fee: 85 guineas. Further details from the BIM, 80 Fetter Lane, E.C.4.

News Snaps

THE third Production Exhibition and Conference will be held in the Grand Hall, Olympia, from May 12 to 21. Its theme is to be "Production Fights Inflation," and its purpose to place before the public some examples of our best production technology.

* * *

TO DEADEN THE NOISE in the new £2½ million Batchelors Foods Ltd. factory at Ashford, Kent, thousands of brightly painted, fibreboard acoustic tiles are being used. The 12-in. square tiles cover 13,000 sq. ft. of ceiling in the two-storied administration block. They are painted blue, pink, primrose and crimson.

* * *

IMPACT ON MANAGEMENT of recent developments in technology and operations research will come up for discussion at the EPA 5th international conference on management education and training, fixed provisionally for April 14-19, at Baden Baden, Germany.

* * *

A LONDON FIRM of business efficiency experts has been called in by Bury, Lancs., Corporation to speed up work, increase efficiency and cut costs in all its departments. The investigation is expected to take six months, cost about £4,500 and save ratepayers many more thousands of pounds in the future.

* * *

NEARLY 700 FIRES sparked off by cutting and welding operations, are put out by Britain's fire brigades every year. A new Fire Protection Bulletin (F.P.A., 15 Queen Street, London, E.C.4) lists precautions that should be taken with both gas and electric equipment and deals with hazards of drums and tanks that have contained inflammable liquids.

* * *

ATTRACTIONS OF A CAREER in the building industry were demonstrated by their careers master to a group of sixth-formers from Caterham School on a visit to the Roehampton Lane site of Wates Ltd. They watched construction work on the £3 million maisonette and flat project which Wates are building for the L.C.C., and were shown films and slides of other of the company's major projects.

* * *

OLD-STYLE CRAFTSMANSHIP, long service and family connections with the firm were honoured at a centenary luncheon given to all employees by W. N. Baines & Co. Ltd., Rotherham, a company of the Bell's Asbestos and Engineering Group. One father and son link covers 91 years of the 100 celebrated. Holder of the company's long-service record, Mr. W. H. Fletcher, is 81 years old and has been with the firm for over 67 years.

* * *

AMERICAN METHODS of applying modern management principles in a medium-sized company are described in an EPA booklet soon to be published. Its author, George M. Arisman, acted as EPA consultant from 1954 to 1956.

* * *

STEAKS GRILLED while you wait, by modern radiant grillers, is one feature of the Gas Council's stand at this month's Hotel and Catering Exhibition (Olympia, January 22-31). Visitors can sit in the spacious lounge provided, discuss with experts their cooking, space and water-heating problems, and sample the steak and cups of coffee from a new gas-heated espresso café set—the "Conti" (A. Browne & Son, Willesden)—on show for the first time.

* * *

"DO REMEMBER that as members of a European race you and your family should . . . set a good example of courtesy, justice and civility to the Africans with whom you come into contact; DON'T be harsh with African servants, nor too soft; and don't expect too much of them, either"—this first piece of advice which is highly laudable, and the second which would be equally valuable in dealing with domestic help in this country, are taken from a volume of Do's and Don'ts recently published by Barclays Bank D.C.O. for members of its staff who are going abroad for the first time.

* * *

PROLIFIC "IDEAS MAN," Leslie Owens, a lagger at the Stork Margarine works of Van den Berghs & Jurgens Ltd., Bromborough, Cheshire, has been presented with a bonus award for his 50th successful contribution to the firm's suggestions scheme in 10 years.

Appointments

The Minister of Labour has appointed **Mr. T. W. McCullough, O.B.E.,** as H.M. Chief Inspector of Factories. He succeeds **Sir George Barnett,** who has retired after serving 10 years in the post.

* * *

The Rt. Hon. **Lord Crook, J.P.,** and **Mr. J. C. Poole, C.B.E., M.C.,** have been re-appointed as chairman and vice-chairman respectively of the National Dock Labour Board for 1958.

* * *

Following the coming into operation of the Electricity Act, 1957, **Mr. David Cleghorn Thomson** has relinquished his appointment as director of welfare to the Central Electricity Authority, on terms mutually agreed.

* * *

New safety officer for British Oxygen Gases Ltd. (Equipment Division) is **Mr. R. G. Francis** who was formerly assistant safety officer to Rolls-Royce Ltd., Derby. British Oxygen Engineering Ltd. announce the appointment of **Mr. A. G. Petit** as safety officer. He was previously H.M. Inspector of Factories at Dagenham.

* * *

Well known to cricket enthusiasts as one of the world's most accomplished batsmen, West Indies Test cricketer **Clyde Walcott** has taken up a new career. He has been appointed social welfare officer of the British Guiana Sugar Producers' Association. Before returning to the West Indies after last season's series, Mr. Walcott spent some time in this country under the auspices of the Industrial Welfare Society, studying the welfare departments of several British firms. The illustration shows him at the Harlesden factory of H. J. Heinz Co. Ltd., instructing the works team.

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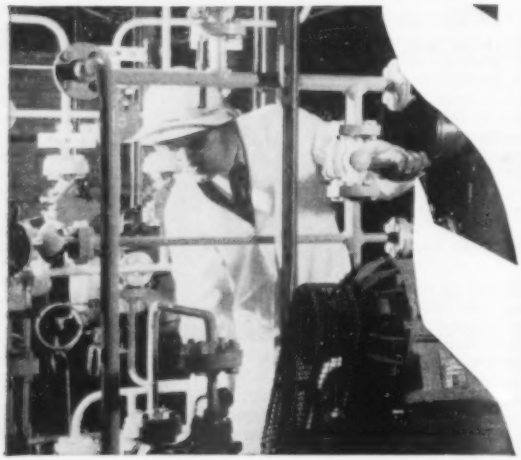

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TBW/3

Today Fire Control in the Works can be almost Foolproof

BY A SAFETY OFFICER

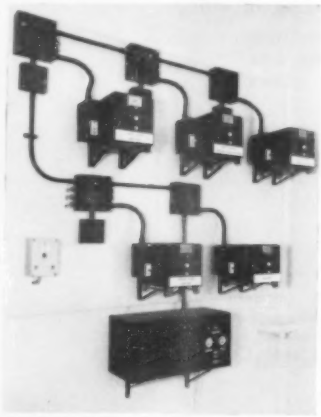
HOW important is fire protection? The question is posed because it is sometimes suggested that too much emphasis is laid on this aspect of safety. In 1956, £27,512,000 worth of factory plant and buildings was destroyed by fire and indications are that the 1957 figure will be considerably higher. Add to this sum loss of profits and possible loss of life or injury, and ample justification is provided for the admittedly high cost of adequate protection. Yet one still sees factories—and practices carried on therein—where one might justifiably conclude that there remained in the mind of the occupier an echo of the depression-days' axiom that over-insurance coupled with the judicious application of a match was the only path which led to a happy and successful (if not guiltless) retirement, free from pecuniary cares.

The law says that in all factories where more than 20 persons are employed in any one building, provision must be made for giving audible warning throughout such building, and if explosive or high inflammable materials are stored or used provision must be made for audible warning even if the number employed is less than 20. As the interpretation of "inflammable material" can be pretty wide the safe course is, if in doubt, instal an alarm system.

Hand-operated alarms are favoured on the grounds of absolute reliability and simplicity. They range from bells suspended from brackets to buzzers and whistles and are of value in even the largest factories where the use of a general alarm might be unnecessary in case of fire in remote and secluded buildings, particularly where the sounding of the general alarm is followed by evacuation. Consideration might also be given to the installation of hand-operated alarms as auxiliary to main alarms in case of power failure.

The type of general alarm used must depend on circumstances. Is there a day and night patrol of buildings? Is your telephone manned 24 hours each day? Have you a works fire brigade? The desirability of different kinds of alarm will be governed by the answers to these and similar questions. Automatic alarms, which are finding a good deal of favour, can be divided into two types; those actuated by a rise in temperature and others set off by the presence of smoke. The first type may consist of an uninterrupted electrical circuit with a number of fusible links, installed at ceiling height. When ascending air currents raise the temperature to about 120° Fahrenheit the links part and the interruption to flow of current causes the alarms to be operated. The Fire Officers' Committee lays down standards for detectors of this type.

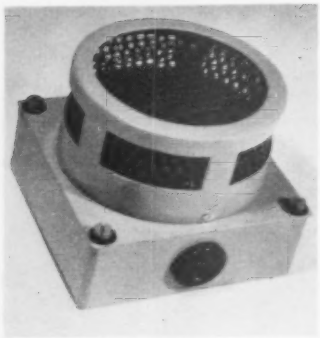
Smoke-actuated alarms function in this way. The air in an ionisation chamber is rendered conductive by the alpha particles emitted from a radium compound. The entry of smoke into the chamber changes the electrical characteristics of the ionised air. These changes operate a balanced circuit which in turn can switch on a sprinkler system, operate fire alarms or both. It is claimed that this type of alarm needs no maintenance at all since there is nothing to wear out.



A central control panel with five control units, the power unit and the alarm re-transmission unit. (Courtesy of Pyrene Co Ltd.)

Where a switchboard is manned 24 hours a day, use can be made of internal telephones coupled with the factory siren, operated on a rise-and-fall note so that confusion with normal cease-work signal cannot arise. An ingenious solution to the problem of buildings honeycombed with small offices, laboratories and store rooms is to be seen in a research laboratory block in the north-east. Here a multiplicity of loud alarm bells failed to penetrate the somewhat noisy research work carried on in the more remote labs, but the installation of a powerful klaxon in the main trunking of air conditioning plant provided a complete answer. In fact, protests are still being made at the shattering noise produced by the weekly 9 a.m. testing on Monday mornings.

Some of the foregoing may appear to be elementary but a surprising amount of cash is spent without prior investigation of simple facts and with possibly disastrous results. There may be an expensive and elaborate alarm system in your works, but can you say with confidence that every employee knows what to do when the alarm operates? How long is it since your alarm system was tested by arrangement with the local fire service, including operating the pre-determined turnout of appliances? Have you overcome the reluctance of switchboard operators to call the local fire service on *every* occasion the internal alarm sounds, even if it is only



Head of detector device designed to operate when temperature rise exceeds 10 deg. F. per minute. (Courtesy, Madewel Products Ltd.)

for a waste paper basket on fire? (they tend to be selective if you allow it—there seems to be a fear of serious consequences if a "false" alarm is given). If you can give a satisfactory answer to these questions you are indeed fortunate.

Appliances

Let us now turn to fire-fighting appliances. There existed a serious gap between the very large factories where there could be operated one or more traditional type self-propelled pumps and the not-quite-so large where it was felt that the high cost of such appliances was not justified. This gap has now been closed by the emergence of small but powerful self-propelled units which operate at high efficiency. The possibilities of this type of appliance are immense and even on a relatively small, but scattered, site are worth investigation. Undoubtedly, however, the favoured unit for industrial use is the trailer pump. Extremely mobile, it can be wheeled or towed quickly to the site of a fire and if necessary the new lightweight pump units can be removed from the trailer and wheeled or carried to otherwise inaccessible sources of water.

Factory occupiers who are undecided on the question of whether or not to purchase a trailer pump would do well to look around their works and consider auxiliary jobs other than fire fighting which can be performed by them, particularly when using the suction side of pump. **The argument that fire fighting appliances should not be used for any purpose other than fire fighting is not valid. Works firemen as a general rule do not have nearly enough opportunity to operate the equipment they will be called upon to use in emergency and experience gained from any source can be invaluable.**

The first line of defence in fire fighting is the extinguisher and it should be emphasised that no type of extinguisher yet made can handle any class of fire. Uniformity leads to easy maintenance and means that workers can familiarise themselves with the operation of a single type of extinguisher, but it is not wise if complete coverage is required. For this reason the authorities have classified fires and when testing and approving fire fighting equipment will certify each extinguisher for specific classes of fire. The classifications are as follows:—

A. Incipient fires which require the cooling and quenching effects of water (paper, timber, textiles). Types of extinguishers—Soda-acid, foam, water, CO_2.

B. Incipient fires of rapidly burning liquids such as cellulose solutions, paint, oils, fats, which require a blanketing effect. Types of extinguishers—Foam, carbon tetrachloride, dry powder of CO_2.

C. Incipient fires in electrical equipment, where the use of a conducting medium would be impracticable. Types of extinguishers—CO_2, dry powder or carbon tetrachloride.

D. Petrol fires on motor vehicles. Types of extinguishers—CO_2, dry powder or carbon tetrachloride.

Consideration might be given to the provision of a hand truck equipped with a variety of extinguishers capable of attacking fires in the above classifications. When a fire occurs the truck is taken to the scene and the fire attacked with the suitable type of extinguisher. The local fire service will readily co-operate in working out details of the number of extinguishers of each type required so that fire fighting may continue until their appliances arrive. This truck would be in addition to, and not instead of, strategically placed extinguishers permanently fixed and of a type chosen with regard to the hazard in the immediate vicinity.

Hoses

Man-made fibres which have become available in quantity in recent years, coupled with improved techniques in manufacture of rubber and P.V.C. linings, have brought tremendous changes in types of fire hose. The great enemy of the traditional canvas hose woven from natural fibres such as cotton or flax is mildew, which rapidly destroys the tensile strength of the yarn.

Synthetic fibres now used in hose are immune to mildew attack and highly resistant to abrasion. They are not attacked by weak acids, alkalis and other chemicals, although resistance to wear under attack by strong concentrations varies, and it is advisable to enquire into the particular properties of a constituent fibre when deciding on a suitable type to use in say a chemical works.

First cost of hose made from the newer materials is higher than that made from the traditional fibres, although longer life and certain other advantages such as low pressure loss from water friction is claimed. However, properly handled and maintained, cotton and flax hose has much to be said in its favour. The guiding principle in selecting hose is simple—select the best type to function well in the circumstances and conditions in which it will be used.

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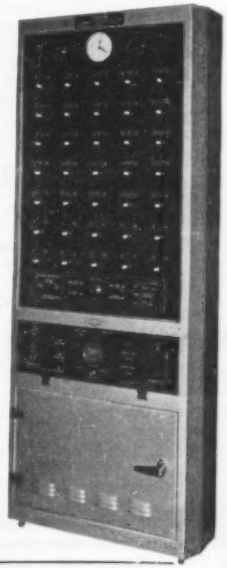

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Incentives Anthology

Incentive, Payment Systems. R. Marriott M.S. *Staples, 21s.*

YOU probably have your own ideas about incentive schemes. This method of boosting production has been used in one way or another for so many years that management, if it had the time, could lose itself beneath an inundation of opinions and research findings. Management's time, however, is rationed, which makes this book all the more welcome.

Commissioned three years ago by the Department of Scientific and Industrial Research and the Medical Research Council, it justifies its long time a-coming by offering the manager a handy deskside review of all the worthwhile opinions and researches on the subject that the author could find. As assistant director of the Council's Industrial Psychology Research Group, he has been able to evaluate this wealth of material with the impartial eye of a human relations expert, while his previous practical experience of a varied industrial field has taught him to pick his way through the controversy of past years, sifting valid criticism from the purely destructive.

As he writes in his first chapter, " The fact that there are such contrasting and contradictory views among those with much knowledge of the subject is an indication of the lack of conclusive results from experience and research work ". This book attempts to put that right by exploring the many kinds of incentive payment systems, their advantages and disadvantages, where and why they have succeeded or failed, and above all, where science (particularly work study) should beware of riding roughshod over human motives. As we said before, you may have your own ideas. Here is an opportunity to compare them with many others which have been carefully selected, classified and appraised for you.

A Long Way Yet

Electronics In The Office. *Office Management Association, 21s.*

THIS is a symposium of the papers presented this summer at the annual conference of the Office Management Association and is a timely corrective to the idea that we are in the midst of a robot age. So far as routine clerical work is concerned, this is just not true—in fact, at the time of the conference only three British firms were using computers for administrative purposes. These were J. Lyons & Co. Ltd., Rolls-Royce and The Morgan Crucible Company, Battersea.

Basically, what this volume emphasises is the amount of spade work and research every office manager will have to put in before he makes a decision on whether or not to recommend that a computer be bought (or rented). It is in three parts: 1. How a computer works; 2. How we made the investigations, and 3. How we use a computer—just the right blend of theory and case history.

For the personnel manager, the question of redundancy is of course the key one and here it should be pointed out that none of the firms using computers has reported large-scale savings in staff. They have been absorbed into other jobs, in many cases more interesting ones. In broader terms, there are some 2,300,000 clerical workers in England and Wales and it has been estimated that by 1984—that symbolic year of dread—computers could cause at the most 42,000 redundancies. This figure was given out at the Press Conference to launch the book under review but no details were given of how it was arrived at—by computer no doubt.

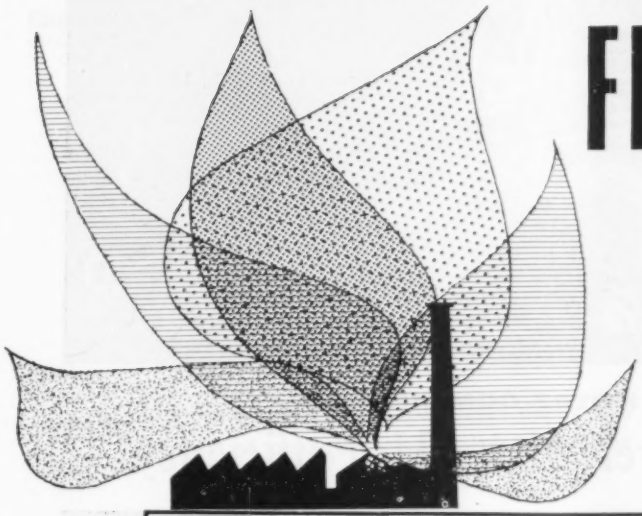
What should not be forgotten, however, is that the advent of the office computer will call for thousands to fill a new type of job—programming assistant which, we have been assured, will be a much more satisfying, intelligent and better-paid job than the host of dull routine tasks at present being discharged in almost every office.

Film Catalogue

IN its first catalogue of industrial films the G.B. Film Library provides potential users with brief details about how each film can be used, and also what should be its best audience.

Many of the films are new, and all are described in detail; in the brochure they have been sub-titled into six main subject headings: industrial management training, management-worker relations, work study and work simplification, accident prevention and welfare, salesman training, and automation in industry.

Film is a visual aid which is particularly appropriate to technical education, and the films listed in the new catalogue have been specially selected because they cover all branches of industry.



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'Counselling' Can Ease Tension - and its Skills Can Be Learned

by Z. M. T. TARKOWSKI
Consultant in management psychology

Our final article of the series describes a form of tranquilliser which is neither pill nor powder.

IN a society of "good mixers" everyone is guarded behind the façade of conformity. No one really knows anyone else intimately and reputation and status depend entirely on the outward signs of success, not on real value. Thus life becomes a constant gamble in which mistakes, even trivial ones, may be dangerous.

But, as we have already stressed, greater self-awareness, increased understanding and knowledge of ourselves and others will greatly reduce anxiety and lead thereby to greater personal efficiency.

To many this remedy will appear weak and pale as compared with the magnitude of the problem. Many feel that these shortcomings are just part of human nature and cannot be remedied. Others believe that only "fear of the big stick" will induce people to pull themselves together. Such men look with ill-disguised nostalgia back to the days of unemployment and, secretly or openly, wish for their return. Alternatively, they seek remedies through the offer of financial incentives, while a more modern approach looks towards management training. None of these, however, will help to solve the problems we have been discussing.

Systematic Appraisal

The chance to discuss these problems in a leisurely and relaxed way with a knowledgeable and experienced person may greatly ease—even dispose—of the difficulty. Sometimes a few interviews are enough. But, generally speaking, *systematic* self-appraisal conducted with the help of a trained person coupled with a discussion of one's relations with others is the most effective way of improving personal efficiency. This is no more than "letting off steam" to someone not directly involved in what is now often referred to as the "rat race".

This procedure is widely adopted in America, where it is called "counselling", and in several European countries. In this country, although there is strong resistance to it, at the same time there are signs of its growing acceptability.

Once it is agreed that a systematic appraisal of oneself is worthwhile, there is still the problem that the number of people professionally qualified to help is not enough. It is quite obvious that such discussions should be held periodically between line managers and their subordinates. Moreover, whenever a personnel manager is approached in connection with any problem of the sort we have described, it would be advantageous for him to be able to conduct such appraisal discussions, even if his skill is not of a professional standard.

It would be dangerous, however, to embark on any such activities if those who are to operate it are not adequately trained. There is nothing more pernicious than half-baked amateur "psychologists" substituting technical jargon for real understanding of the problems with which they have to cope.

We already noted that an approachable and sympathetic executive—with insight yet who is forthright in his criticisms—does this spontaneously in the ordinary course of his duties. The more executives in the firm with these qualities, the less is the general level of anxiety and the less pressing the personality problems we have described. The level and quality of supervision and personnel work is higher, which in turn contributes to greater productivity.

Pre-requisites

The qualities of approachability, sympathy, understanding of human nature and psychological insight can be very much increased by the right training. Moreover, there is a number of techniques to be used in interviewing which help increase confidence and to bring about an easy and relaxed atmosphere. Most important is the ability to guess the feelings of the other person and to check the correctness of this guess before the feelings are openly admitted. This requires knowledge of a considerable amount of psychological theory and comes with experience. It is in itself the best way to obtain confidence and is also immediately effective in reducing anxiety since it shows the other person that he is being understood.

All this must be done not in the spirit of one-up-manship or cross-examination but of geniune interest and concern. The use of ready-made answers, pompous clichés, the application of stereotyped techniques will not work—it will only aggravate matters.

Good listening and the ability to obtain confidence are not easy to acquire. It is even more difficult to preserve equanimity when presented with disturbing information. A man who knows how to listen and how to elicit confidential information will soon learn what other people say about him, will come to hear of his instructions being ignored, sabotaged or ridiculed. He will also come to hear of unpleasant and disturbing details about people he

knows personally, some of whom may be senior to him.

If he reacts to this information rashly and emotionally, either during the interview or afterwards, if he gossips or utilises the information unwisely, the amount of harm done will be greater than advantage gained.

Even a skilled interviewer is not free from violent and irrational prejudices and he may easily take a strong dislike to a man through learning of some intimate personal details or attitudes which would otherwise not have been revealed. Thus, in the long run, he will become the enemy of the person who asked him for help and whose confidence he obtained.

Training

In optimal conditions training should consist of (1) theory, (2) group discussion, (3) practical work and (4) individual tuition. Theoretical knowledge should be acquired by reading and attending lectures. The psychological theory required is a further development of what is contained in these articles to meet individual cases and make possible practical application. Abstruse technicalities and purely academic problems are to be avoided as well as any terminology causing strong emotional reactions. Lectures and reading material should also contain examples of analysis of real life cases.

Group discussion should be concerned mostly with further elucidation of the theory and case work. When enough theoretical groundwork has been covered, a certain amount of time can be devoted to rôle playing and other modern techniques of training in human relations. It should be realised, however, that the educational effect of these training techniques is much deeper and more enduring if they are preceded by thorough understanding of the relevant psychological theory.

Practical work should consist of:—

1. Writing up and presenting orally for discussion, cases both from past experience and from current practice. These cases should include examples based on the trainee's own problems with subordinates and colleagues as well as other instances of difficulties in personal relations.

2. Analysing, orally and in writing, other trainees' cases, putting pertinent questions and framing recommendations.

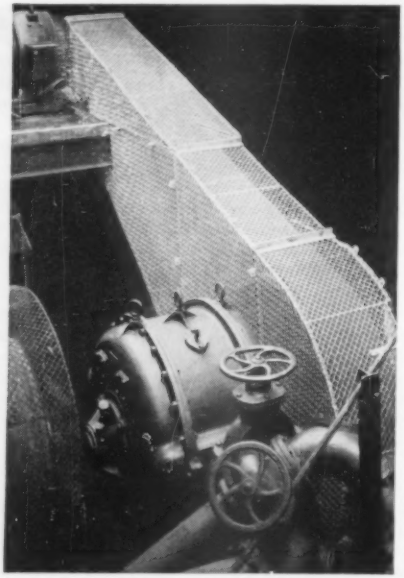
3. Interviewing, both in real life and in training situations, taking part in rôle playing, watching interviews through a one-way screen, and analysing recordings and verbatim reports of one's own and other trainees' interviews.

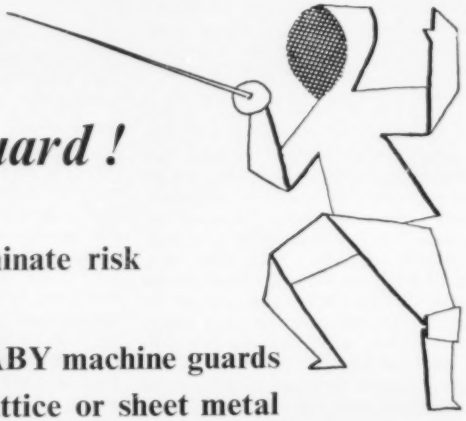
This part of training is particularly valuable. Tones of voice, facial expressions and gestures are as important as words in a conversation. It is most essential to a manager to realise the effect he has on other people. This aim cannot be fully achieved without the help of recording equipment and the help of an instructor.

Individual tuition should consist of discussion of various aspects of practical and theoretical work and should concentrate on problems which cannot easily be discussed in the group—for example, the trainee's mannerisms in deportment and speech, his own need for reassurance, affection and prestige (which prevents him from being a good listener) and other personal faults. Individual tuition is thus a kind of counselling for the potential counsellor. It is by far the best and quickest way of increasing the trainee's ability to deal with other people.

A course of this description should extend over a reasonable period for

(*Continued on page* 41)





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This announcement, published recently, is of particular importance to Personnel Officers, since DAILY MAIL readership is known to come of top educational standard—"position vacant" problems will swiftly and surely be solved through the classified columns of the "MAIL".

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THE *Daily Mail* believes that Classified Advertising is today playing a larger part in the life of the community than ever before.

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APPOINTMENTS AND SITUATIONS

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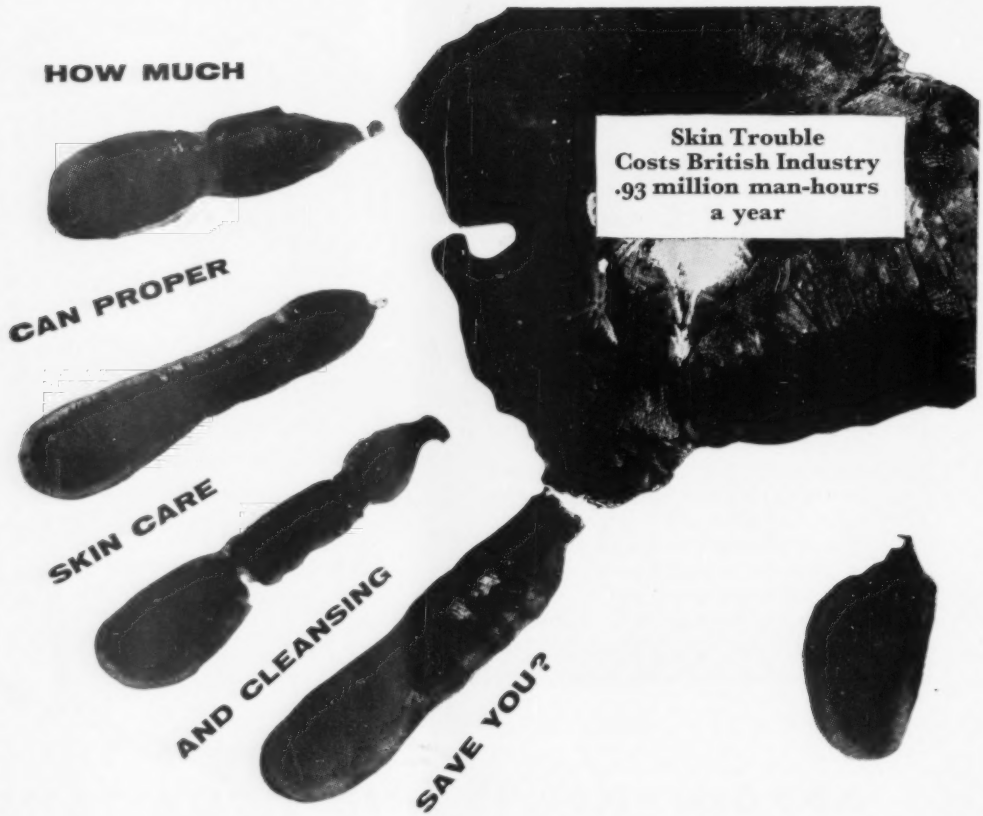
96 ST. VINCENT STREET, GLASGOW, C.2. **CENTRAL 9291**

TANFIELD HOUSE, EDINBURGH, 4 **WAVERLEY 2525**



Proper skin care and effective specialised skin cleaners can almost certainly save far more time and money than you realise. Many widely used contaminants, such as epoxy resins, are not only potential irritants, but also waste productive time by building up on the hands and interfering with dexterity in precision work. It may pay you well to introduce scientific hand protection and effective hand cleansing into your plant with Kerodex barrier creams and Kerocleanse skin cleansers.

KERODEX & KEROCLEANSE barrier creams and cleansers are anti-dermatitic, non-irritant and non-inflammable. They can be used *on the job* without contravening the factory acts. *Leading Industrial users include:* Bristol Aircraft Ltd., British Insulated Callender's Cables Ltd., The British Thomson-Houston Co., Ltd., A. C. Cossor Ltd., Greaves & Thomas Ltd., The De Havilland Engine Co., Ltd., Pressed Steel Co., Ltd., Sperry Gyroscope Company Limited, Standard Telephones & Cables Limited, Vickers-Armstrongs (Aircraft) Ltd.

KERODEX
barrier creams protects the hands against:
MINERAL OILS • ACIDS
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AND BACTERIAL INFECTION

KEROCLEANSE
cleansers are used on the job to remove:
OILS AND GREASES
RESINS AND HARDENERS
ADHESIVES • PAINTS
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Skin Care and Cleansing Industrial Advisory Service

Please use this form. To:
Scientific Pharmacals Ltd.
1 Eden Street, London, N.W.1.

PLEASE SEND technical literature on cleansers and barrier creams in the .....
industry (please state type of industry). ARRANGE for your technical service representative to call by appointment. SEND samples of suitable barrier creams and cleansers for assesment.

Name or Position .....
.....
Business Address.....
.....
P.M.2.
.....

SCIENTIFIC PHARMACALS LTD., LONDON, N.W.1

Skills of Counselling

(Continued from page 38)

psychological knowledge requires time to sink in. An intensive course is wasteful. Furthermore, if psychological knowledge is to be fully assimilated and made use of, it should be seen against the background of everyday life.

Conclusion

To conclude, we must emphasise the old truism *that human beings are individuals.* Knowledge of theoretical and practical psychology will help in the understanding of them individually just as general knowledge of the theory and practice of radio engineering will be of help in dealing with individual wireless sets. There are, however, no simple rules of thumb which can be applied to all wireless sets, and similarly there are no simple "human relations techniques" applicable to all human beings.

As with all other arts, the art of dealing with human problems is either a natural gift or has to be learned and developed at the cost of much time and effort.

SERIES CONCLUDED

Official Publications

GENERAL

Careers for Men and Women. Series 32. Medicine—qualifications, training and professional opportunities. H.M.S.O. 6d.

Pneumoconiosis and Byssinosis—Benefit Amendment Scheme. Draft regulations amending Pneumoconiosis and Byssinosis Benefit Act, 1951; Industrial Diseases (Benefit) Act, 1954; National Insurance Act, 1957, and National Insurance (No. 2) Act, 1957. H.M.S.O. 3d.

Problems of Progress in Industry. No. 2. Managers for tomorrow. D.S.I.R., H.M.S.O. 2s. 6d.

Precautions in the Installation and Working of Abrasive Wheels. Factory form 264. H.M.S.O. 2d.

Accidents at factories, docks, building operations and works of engineering construction. Volume 33. H.M.S.O. 1s. 3d.

Careers for Men and Women. Series No. 37. Science. H.M.S.O. 9d.

February Management Diary

BRITISH INSTITUTE OF MANAGEMENT
3-28 **London.** Executive development course No. 13. One-month residential course to prepare executives for promotion.
6 **London.** Work study survey.
19 **London.** Work study in farm, field and factory.

BURTON MANOR (Burton in Wirral, Cheshire)
3-14 Supervisory management. Course for foremen.
3-14 Nature of management. Course for junior managers, manager trainees, etc.
16-21 Introduction to work study. Course for foremen, chargehands, managers.
24-Mar 7 Supervisory management.

COLLEGE OF PRODUCTION TECHNOLOGY (Great Chart, Nr. Ashford, Kent)
24-28 Five-day foremanship course.

INDUSTRIAL WELFARE SOCIETY
Residential conferences and courses
3-8 **Deyne Court, Harrow - on - the - Hill.** Course for catering assistants, in co-operation with the National Institution of Houseworkers.
28-Mar 3 **Hotel Majestic, St. Anne's-on-Sea.** Foremen and shop stewards.

Courses and meetings at Robert Hyde House
4 Retail conference.
12 Canteens day course.
18 Recruitment and selection of office staff.
25 Ergonomics — fitting the job to the worker.
27 Manual lifting and handling.
28 Industrial Editors' (Welfare) Group. Pictorial journalism—Tom Hopkinson, formerly editor, "Picture Post".
6, 13, 20, 27 Speaking successfully in business and public.
3 Foremen's study course.
13, 20, 27 Discussion groups for office supervisors.
19-21 Work relations seminars for technologists. Second of four sessions.
4-6 Industrial and factory law.
10-14 Sandwich course on training methods. First of 3 sessions.

Meetings outside London
6 **Birmingham.** Personnel records.
10 **Sheffield.** Manual lifting and handling.
11 **Dublin.** Personnel records.
18 **Liverpool.** Canteens debate.
26 **Slough.** Canteens meeting.
26-27 **Manchester.** Chairmanship.

INSTITUTE OF INDUSTRIAL SUPERVISORS
Weekend residential courses.
7-9 **Welcombe Hotel, Stratford.** Human relations.
14-16 **St. Ann's Hotel, Buxton.** Industrial relations, industrial law.
14-16 **Allan Water Hotel, Bridge of Allan.** Practice of supervisory management.
14-16 **Welcombe Hotel, Stratford.** Organising for production.
21-23 **Crown Hotel, Scarborough.** Work study for supervisory management.
28-Mar 2 **Marine Hotel, Troon.** Human relations.

INSTITUTE OF PERSONNEL MANAGEMENT
16-21 Harrogate. Staff management and training in retail distribution. 5-day residential study course.
28-Mar 2 **Peebles.** Conference of Scottish and Border Region.

INSTITUTION OF PRODUCTION ENGINEERS
6 **Bristol University.** 1957 Viscount Nuffield Paper. "Technical education for production engineers".

NHP
3-5 Merit rating. 3-day course.
6-7 Selection methods. 2-day conference.
10-14 Selection methods, part III.
17-19 Three-day course for supervisors.
24-28 Selection methods, part I.

POLYTECHNIC (London)
(Department of Management Studies)
6 Communication in management. Evening course begins.
11 Materials handling. Joint one-day conference with the Institute of Materials Handling.

SUNDRIDGE PARK (Bromley, Kent)
2-21 Measurements for management. 3-week residential course.

URCHFONT MANOR (Devizes, Wiltshire)
10-15 The human factor in the office. Course for office supervisors.
24-1 The outlook for British industry. Course for junior managers.

January Stop Press

BACIE
12-Feb 1 **Goldicote House, Stratford-upon-Avon.** Development Programme for Education and Training Officers. Three-week residential course.

BIRMINGHAM UNIVERSITY
(Institute for Engineering Production)
13-24 The application of work study. Residential executive course.

BRITISH INSTITUTE OF MANAGEMENT
22-24 **Harrogate.** Management Development. Course for senior managers and those concerned with selection and education of future managers.

INDUSTRIAL WELFARE SOCIETY
Residential conferences and courses
24-27 **Grand Hotel, Brighton.** Managers and foremen.
27-30 **Grand Hotel, Brighton.** Workshop on recruitment, training and placement of graduates.

Courses and meetings at Robert Hyde House
8 Psychology in Industry. Afternoon meeting.
9 Psychology in Industry. One-day course.
16 Costing personnel administration and welfare.
22 New Thinking Luncheon: The outlook—1958: Graham Hutton.
16, 23, 30 Speaking successfully in business and public.
13, 20, 27 Foremen's study course.
22-24 Work relations seminars for technologists. First of four sessions.

Meetings outside London
22 **Leicester.** Visual aids
29 **Belfast.** Luncheon meeting.
31 **Dublin.** Management seminar on human relations.

POLYTECHNIC (London)
(Department of Management Studies)
7 Effective speaking. Course begins.
10 Report writing. Course begins.
9 Interviewing techniques of management. Course begins.
6 Work study. Course begins.
13 Work study appreciation. Course begins.

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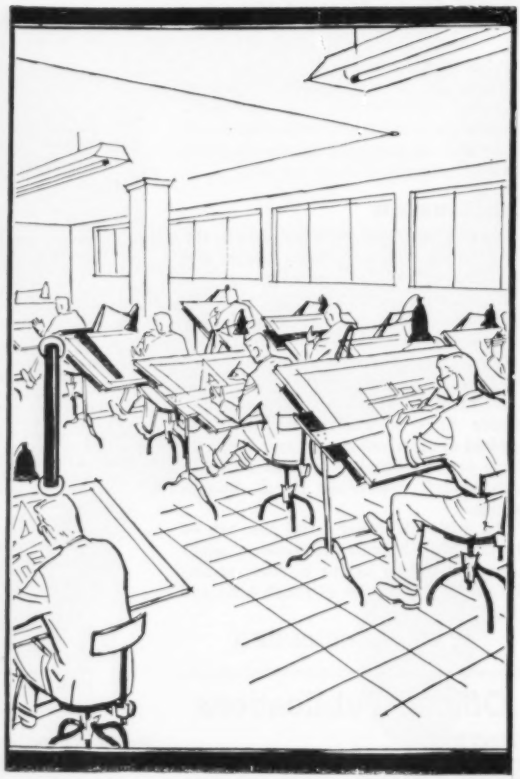
Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30 Queen Victoria Street, London, E.C.4).

ST ALBANS

The layout of your canteen will be planned behind this door



The best decision you'll ever make is when you call in Shepherd's.

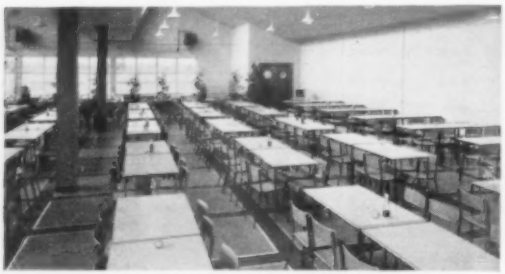
They're experts in planning canteens from start to finish, and they do it entirely free—without obligation.

Starting with a blueprint, everything is taken into consideration—nothing is overlooked—every single piece of furniture is carefully selected for a reason: that reason is the ultimate efficiency, convenience, and working ability of your canteen.

Shepherd's manufacture tubular furniture that's really made to last; delivering direct to customer's addresses.

Take a close look at these illustrated examples, they explain more clearly than words how Shepherd's can plan for *your* canteen too. Floor size is no object.

An enquiry costs absolutely nothing. Our technical representative in your area will be pleased to give you the benefit of his experience.



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The General Electric Company, Ltd., Wembley, Middx.

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SAFETY ★ EFFICIENCY ★ HOUSEKEEPING ★ HEATING ★ LIGHTING ★ SECURITY

Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration

Safety

THE MINUTEMAN IS HERE

THIS new portable resuscitator, now available in this country, should be of great value to industry when it is remembered that nearly 6,000 people die every year in Britain from gas poisoning, drowning, electrocution or overdose of drugs. Many of these accidents occur, of course, in industry.

This resuscitator (known as the **Minuteman,** after the traditional soldier-farmer of American history who was always at the ready to protect his countrymen) is a great advance in this type of equipment because it has a double action. It ventilates the lungs and supports the failing circulation by assisting the return of blood to the heart. It weighs only 28 lb., and can be carried quickly to the scene of the accident. It is robust, simple to operate, and, say the makers requires less skill and energy than other modern methods of resuscitation. Another advantage is that it can be used in confined spaces, such as pit shafts, ambulances, or under debris.

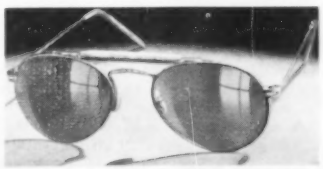
The "heart" of the machine is a valve attached to the breathing mask which is held in the hand, and the power which operates it comes from the pressure in the oxygen cylinder packed in the case. The double action is automatically controlled by the patient's lung capacity. When a certain pressure has been reached, lung inflation stops automatically, and suction then draws the used gases from the lungs. This action of sucking air from the lungs draws blood into them from the rest of the body, and so assists the return of blood to the heart.

A suction catheter attached to the machine can be used to clear obstructing mucus and froth, and, if necessary, the machine can be made to act as an inhaler delivering oxygen-enriched air. The special pressure requirements of rib injury can be met by simple adjustments. Extension leads allow the mask to be used at a distance from the carrying case with its oxygen cylinders. If needed, two of these midget resuscitating face masks can work from the same source, so that two patients can be dealt with at the same time.

British Oxygen Gases Ltd., Great West Road, Brentford, Middlesex.

ANTI-DAZZLE GLASSES

THESE **Roadmaster** night-driving glasses have been specially developed for transport drivers. The writer has himself tested them, and finds them



really effective in countering dazzle from oncoming vehicles. Visibility at dusk, at night, in light fog, rain and snow are other advantages claimed.

Parmelee (G.B.) Ltd., 39 C & D Bedford Avenue, Trading Estate, Slough, Bucks.

SPECIFIC SKIN CARE

A SERIES of special skin cleansing creams have recently been developed for industry by Scientific Pharmacals Ltd. The point about these is that each is meant to guard against a specific hazard—for instance, office carbons and inks, epoxy resins and heavy oils.

In the case of the first, the stain removing cream can be used on the skin as often as needed without causing irritation. A small quantity rubbed over the stain quickly picks up the contaminant. Then the hands can be wiped then washed in the normal manner.

The second preparation can be used by workers at the bench without the need to use water. It will quickly emulsify deposits of adhesives and hardeners, which can then be wiped clean with a dry cloth.

The third preparation is designed to remove heavy deposits of viscous oils from the skin without impairing or damaging the skin in any way. Here, also, emulsification is quick and effective and the product is now being supplied with life-saving equipment for ship-wrecked survivors who may be contaminated with heavy oil.

Scientific Pharmacals Ltd., 1 Eden Street, Hampstead Road, London, N.W.1.

6-WAY BUNG KEY

DESIGNED to fit the usual size drum filler bungs and tap plugs, the accessory illustrated is a compact, efficient 6-way bung key. Made of steel and packed flat for dispatch, it is easily assembled by means of a single "Mills" pin to make a rigid, permanent one-piece unit which is then difficult to lose or misplace.

Safety feature—the operator can exert maximum leverage without any

danger of injuring his knuckles or hands, or, for that matter, the bungs, washers or drum.

Powell & Co., "Drum Master" Works, Burry Port, Carms, South Wales.

Efficiency Aids

EASY SORTING

THIS collator is a simple device enabling duplicated or printed sheets to be collated quickly and accurately. It could also be used for routine sorting jobs in a mailroom or despatch department. Printers would also find a use for it.

It consists of eight wooden shelves (13¼ in. by 8½ in.) arranged one above the other at intervals of 1¼ in. They

slope to the rear at a slight angle. These are mounted on a frame 20 in. high. A piece of plywood serves as a backing. Total desk space occupied is only 17 in. by 10 in. The unit will fold flat when not in use.

There are two rows of holes in each shelf (except the bottom one) into which two long steel pins can be inserted, to prevent sheets from sliding backwards. When the pins are inserted opposite each other, they enable variations in the length of sheets to be collated. Thus, the collator will handle sheets of lengths from 3½ in. to 14 in.

Eliams Duplicator Co. Ltd., 5 Dean Street, London, W.1.

COPYING FROM AFAR

THIS new facsimile transmitter-receiver—the Hellfax 108—can provide in the space of a few minutes an exact reproduction of any kind of writing, drawing, chart, table, etc. The reproduction can be transmitted to any point, whether in the same building or in another town.

The Hellfax is a moderately-priced piece of equipment and transmits over the telephone line or by using radio equipment. It is, say the makers, the only facsimile equipment which writes

The Hellfax 108 weighs 37½ lb. Base, 20¾ in. × 11¾ in.; height, 11¾ in.

in ink on ordinary paper, and the reproduction is therefore made with a high degree of clarity and definition. No skill is needed for operating the machine, and the makers claim considerable time saved by avoiding the use of the public postal system.

The maximum distance over which the Hellfax system will operate depends upon line conditions. The difference between one case and another may be several hundred miles, but serious obstacles are rarely met with anywhere in the British Isles.

K. S. Paul Ltd., Park Royal Road, London, N.W.10.

QUICKER WIRING

NOW on the market is a tacking gun firing a curved roof staple. This new appliance will make substantial economies in the laying and fitting of electrical and wiring circuits.

The base plate is shaped so that the appliance can be laid along the cable—the staples being fired into position simply by depressing a handle. The grip has been carefully considered so that the appliance is operated with the

maximum of comfort and the minimum of fatigue—in fact, the machine does the work.

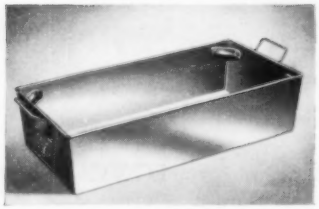
A special feature of this gun is the "twin-impact" selector which enables a hard or a soft strike to be selected depending upon the material into which the staples have to be driven.

For more than six months, say the makers, extensive tests have been made under field conditions by large operators and these report most favourably not only with regard to the speed and economy of the operation of the new appliance, but also on the neatness and accuracy of the work done with it as compared to what is possible with staples driven home by hand. Refilling is extremely quick and simple, the appliance taking 105 staples at a time.

Industrial Staplers Ltd., 15-16 Newman Street, London, W.1.

BETTER STACKING

THE strong, rustproof stacking work tray illustrated is one of two recent additions to one firm's range of



work and tote pans. Designed to be used in all industries for material handling and storage, the trays are made of 22/24G. galvanised steel with wired rims and drop handles. Cardholders can be fitted if required. There are two sizes: 24 x 12 x 6 in. (illustrated), and 12 x 12 x 6 in. In lots of 25, prices are 9s. each and 6s. 9d. each, respectively; larger discounts on larger orders.

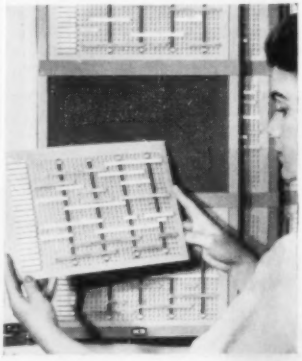
The Welconstruct Co. Ltd., Herald Chambers, Martineau Street, Birmingham, 2.

SIMPLE PLANNING

THIS KS planning board system is claimed to be different from any other in that its design allows information to be fed from various departments to the central planning board in such a simple way that keeping the central board up to date becomes almost automatic.

The system is based on a series of panels measuring about 12 in. by 8 in. on to which plastic strips of various lengths and colours are inserted by means of prongs. Each strip may represent a period of time or a unit of quantity, and each panel has 20 horizontal and 36 vertical rows of holes, and a standard board holds 6 panels, each easily removed and replaced.

The special feature of the KS system is the method by which copies of the details recorded can be taken in a few seconds. The prongs of the plastic strips protrude about 1/16 of an inch beyond the back of the panel, and by placing a printed paper copy of the panel



underneath it and running over the surface with a roller, the sheet below is perforated wherever signals appear, thus producing an exact record of the information shown on the board.

KS Planning Boards, Panton House, 25 Haymarket, London, S.W.1.

Housekeeping

CLEANING POWDER

TO help with the cleaning of oil, grease and swarf from components, a mild, activated alkali powder has recently been introduced to the market. **Pyroclean No. 8** can be used wherever alkali or emulsion cleaners are ordinarily used, and it is also claimed to replace solvent vapour degreasing. It can be used in any kind of spray washing machine and cleans both ferrous and non-ferrous parts. No subsequent rinsing in water is necessary and it is said that the material imparts a certain resistance to rust and corrosion during storage.

Economies are claimed from the low concentration at which the cleaner is used—0.1 to 0.2 per cent (1 to 2 lb. per 100 gallons of water) and from the low operating temperature—between between 130 and 160 degrees F. The advantage from the operator's point of view is that it contains no caustic or other harsh ingredient, and there are no problems of effluent disposal since it contains no paraffin constituent.

From the same firm a rustproofing process, **Parkerising,** applied in two stages by immersion. First, the ferrous metal surface is converted into a non-metallic crystalline phosphate coating which is integral with the base metal. This highly absorbent surface is impregnated in the second stage with a suitable organic finishing medium. For sealing the coating a wide range of Parker finishes are offered—black water stain and oil type, spirit stains and others to meet special needs of optical instruments, etc. Some of these finishes can be overpainted if required.

The manufacturers claim that their range of processes will satisfy all production requirements, and that they cover fully the requirements of Class I and II phosphating processes demanded by the Ministry of Supply.

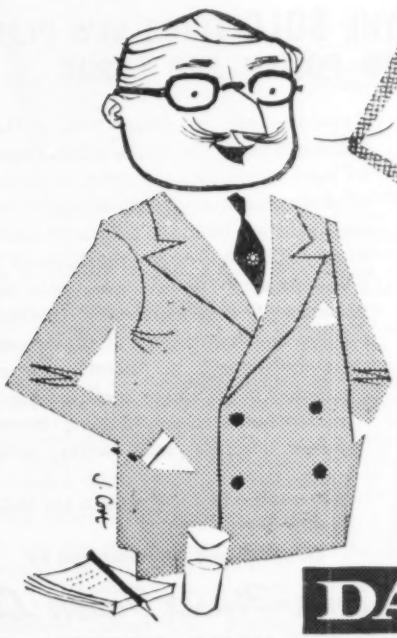
The Pyrene Co. Ltd., Metal Finishing Division, Great West Road, Brentford, Middlesex.

SILENT CLEANING

THIS new sweeper/polisher for industrial floors incorporates a silent, trouble-free induction motor suitable for voltages from 100 to 250, 50/60 cycles, AC. Twin rubber tyred wheels are formed as handle extensions and enable the machine to be transported over level surfaces without the use of a carrier. A thermal cut-out is fitted which prevents damage

to the motor by overloading. Standard brushes are filled with hog hair, but phosphor bronze crimped wire brushes are available for use on wood floors. Surface dust is swept into two trays which are built into the machine.

Truvox Ltd., 15 Lyon Road, Harrow, Middlesex.



As usual we'll get the extra skilled staff we need through the **DAILY HERALD**

The Daily Herald has worked wonders for others with staffing problems—it could for you, too.
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DAILY HERALD

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That's a fine sign . . .

(from your viewpoint it's even better!)

Aluminium framed, ½" thick, faced with interlocking plastic strip, lapped to grip beautiful white plastic letters and numerals. Simply clip them in. Fast, clear, strong, with a fine sales-appeal finish.

Choice of 3 Board sizes: 2' × 2' 6"; 2' × 1' 6"; 1' × 1' 6"—from 52/6d. (Other sizes by quotation.) 6 sets each of up to 462 numerals and 561 letters in sectioned boxes, from 25/6d. and 29/6d. respectively. Board headings free or by arrangement.

Send for leaflet and **free sample** *parts*

Kennett

INTERCHANGEABLE *Display Boards*

KENNETT PRICE MARKERS · EASTGATE STREET · WINCHESTER HANTS.

DOWN SHE GOES

THE SOLO FINDS NEW PLACES TO POLISH AND SCRUB . . . .

Revolutionary in design the SOLO Polisher/Scrubber is noiseless and, despite its light weight and low price, is capable of continuous heavy work. A special feature is the low build and adjustable handle which makes it easy for the operator to polish or scrub under desks, beds and furniture. The mechanism is reversible, thereby doubling the life of brushes and there is virtually no maintenance required. The SOLO is ideal for use in smaller hotels, clubs, nursing homes, cottage hospitals, small works, public houses, etc.

The addition of a tank converts the SOLO into an efficent Scrubber.

Designed and Manufactured by

Cimex-Fraser Tuson Ltd.

25/29 CRAY AVENUE · ORPINGTON · KENT

NON-SLIP INGREDIENT

A NEW gripping ingredient—Ancrol—discovered in the Ronuk research laboratories, is now incorporated in the firm's latest range of floor polishes: Wax, Silicone Wax, Concentrated Wax, Floor Dressing and Liquid Wax. The use of Ancrol, the makers claim, contributes an appreciable anti-slip safety factor. At the same time the hard waxes used obviate the tendency to "dirty up" on all wood and linoleum floors subjected to heavy foot traffic. Other features claimed for the waxes are long-lasting brilliance and a high degree of antiseptic cleanliness.

Ronuk Ltd., Portslade, Sussex.

Heating & Lighting

GAS AT WORK

THIS wall-mounted gas heater is claimed to be ideal for small workshops, canteens and the like, and may be set at an angle ranging from 20 deg. to 45 deg. to the vertical. A distinctive feature, say the makers, is the even-glow radiation produced by its

one-piece refractory plaque. Silent burning is another advantage claimed, through a silent non-aerated burner which also makes for better flame stability. Dimensions are 17½ in. in height by 12 in. in width, with a projection from the wall of 11 in. to 15½ in. depending on the angle of tilt. It weighs 28 lb. The finish is of acid-resisting cream vitreous enamel with black products deflector at the top.

Bratt Colbran Ltd., 10 Mortimer Street, London, W.1.

FLEXIBLE LIGHTING

THIS new flexible lighting system, which can be used either to provide over-all illumination or to highlight particular points, is now being produced by Lumenated Ceilings Ltd. Known as the **Lumenator Module** system, it consists of a false ceiling of translucent

plastics panels supported in an aluminium framework suspended below the lamp arrangement. The layout is based on a two-foot square module.

The translucent panels diffuse the light evenly without glare, high spots or shadows; and they are claimed to look attractive even when the lights are switched off. Two standard types are available. One, moulded from vinyl plastics, has a decorative face in one of two patterns and the other, moulded from acrylic plastics, is completely plain. Particular symbols, monograms and other designs can be incorporated in the vinyl panels to special order at extra cost. They will also be available shortly in colour.

Lumenated Ceilings Ltd., Alliance House, Caxton Street, London, S.W.1.

Security

"HOWLING" ASSURANCE

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Adler Products Ltd., 3 Cork Street, London, W.1.

Man Whose Brains Weren't Wanted

Continued from page 24

schemes, often linked with increases in pay, for their executives. This does away with the system of granting bonus payments which are in direct relation to salary, and concentrates instead on equating the size of an executive's bonus with the effectiveness of his performance. Other firms make the information obtained from these regular reviews the basis for their promotion policy.

One firm needed a new sales manager. In six years three different men had had the job. Two were dismissed; the third (who had been twice passed over) revived the organisation and increased the volume of sales. The managing director had preferred to rely on his personal judgment when a careful study of the three men's past achievements would have marked the third man as the most suitable from the beginning.

Clearly the way in which these merit-rating schemes are formulated will be an all-important factor in their usefulness. We must discuss the best ways of running such schemes another month. Meanwhile, have you any experience of merit-rating schemes for management and supervision? Do you think they help to improve their efficiency? If some or all of these incentives are believed to raise the morale of top management, are the same kind of incentives as effective for middle managers and supervisors? Should the ranks of management need such spurs to action? What do you think?

As a footnote to my visiting American friend's observation about the scarcity of bright ideas from the man on the job, I notice a report from a firm which laid out the plan for re-arranging its foundry for examination by all foundry workers. The company reports that the rank and file workers produced "a gold mine of ideas that never would have occurred to anyone but the workers closest to the job."

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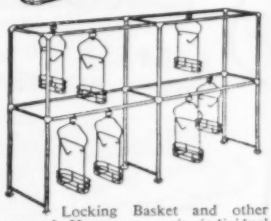

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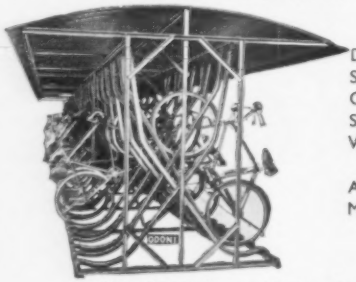

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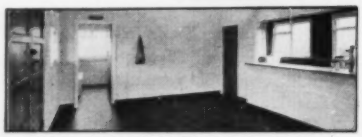

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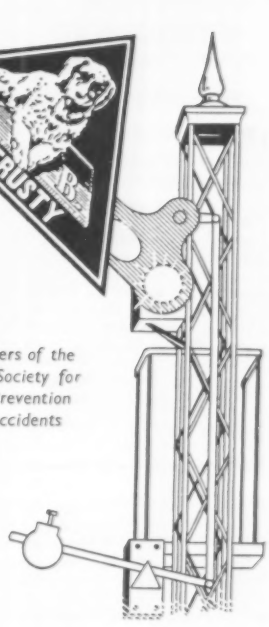

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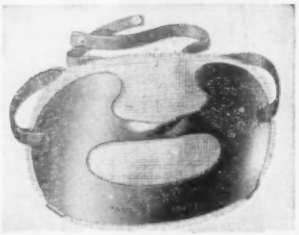

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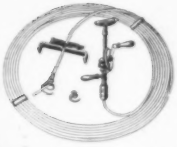

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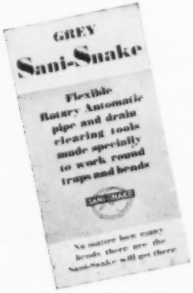

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